

OVERSEAS NEWS

S. Africa says it is ready for sanctions

By JOHN STEWART IN JOHANNESBURG

THE South African Government appears to believe that international sanctions are inevitable. Recent remarks by Mr Pik Botha, the Foreign Minister, indicate that the Government may no longer even consider them an issue.

Buthelezi attacks ANC strategy

By ANTHONY ROBINSON IN ULUNDI

THE SPLIT in black politics between the Congress (ANC) in exile and the Zulu-dominated Inkatha was underlined over the weekend at the Inkatha annual conference in the KwaZulu homeland capital of Durban.

Mitterrand to stress French independence on Soviet trip

By DAVID HOUSEGO IN PARIS

PRESIDENT MITTERRAND, who returned from the US on Friday, flies to Moscow today for a four-day visit to the Soviet Union.

European Commission steps up fight against air fares collusion

THE EUROPEAN Commission is this week poised to fire off letters to Europe's major airlines urging them to end their long standing collusion on air fares and capacity sharing, writes Jim Dickson in Brussels.

Chinese devalue currency by 15.8%

By Robert Thomson in Peking

THE Chinese Government has met the expectations of diplomats and foreign bankers by devaluing the Chinese currency, the renminbi yuan, by 15.8 per cent in an attempt to improve the country's poor trade performance.

Observers here are surprised that the devaluation has been so long in coming, hearing in mind that Government action to reduce a politically-sensitive trade deficit and lift export earnings has been of limited use.

High Japanese poll turnout may help Nakasone

By WILLIAM HALL

JAPANESE voters went to the polls yesterday in a record turnout, which may help Prime Minister Yasuhiro Nakasone's conservative ruling party solidify its control of the diet (parliament), AP reports from Tokyo.

Mulroney starts Quebec talks

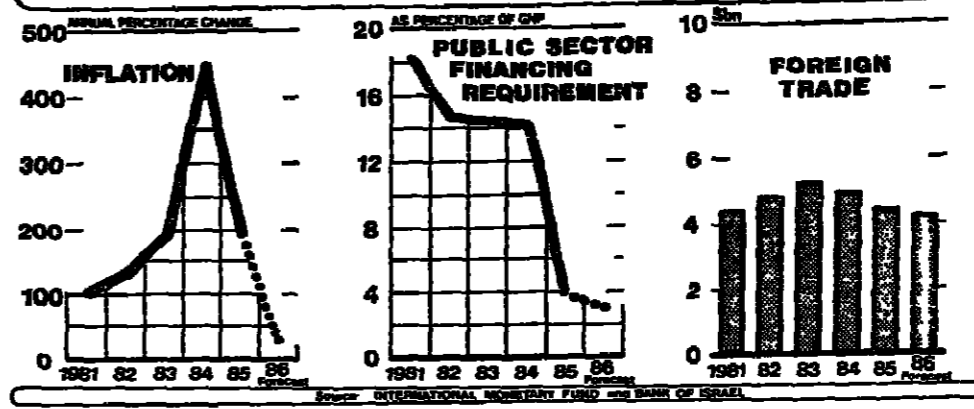
By BERNARD SIMON IN TORONTO

CANADA'S Prime Minister Mr Brian Mulroney has taken an important step towards repairing relations between English speaking Canada and the predominantly Francophone province of Quebec by formally opening negotiations for Quebec to sign the federal constitution.

Austerity has had a limited success, Andrew Whitley reports from Tel Aviv Israeli economy healthier but not cured

ISRAEL'S emergency economic programme has in some ways, been a greater success than even its strongest advocates dared hope when it was launched 12 months ago.

ISRAELI INDICATORS



Since then the index has stabilised at between 1 and 1.5 per cent, putting Israel on course for a 1986 full-year figure of 2.4 per cent—its best for over a decade.

Net reserves in the Bank of Israel's coffers have, meanwhile, climbed to a healthier level, boosted by \$1.13bn (£740m) of the \$1.5bn in emergency assistance promised by the US (conceded in return for economic reforms which have not taken place).

Despite the notable progress made on both of the Government's central objectives—sharply cutting inflation and simultaneously improving the balance of payments—this week's first anniversary of the programme brought a spate of warnings from all sides that a long haul still lies ahead.

Implementing the programme in its critical early months, echoing a note of warning expressed by the International Monetary Fund in its latest report on Israel.

The official forecast for gross national product growth this year is 2.5 to 3 per cent, slightly up on the 1.9 per cent recorded in 1985, but still depressingly flat in per capita terms.

Mexico ruling party accused of poll fraud

By DAVID GARDNER IN CIUDAD JUAREZ, CHIHUAHUA

MEXICO'S right-wing opposition and two broad-based "clean vote" movements yesterday denounced alleged Government attempts to rig state and municipal elections in the huge northern state of Chihuahua, even as voters started queuing to cast their ballots.

has never conceded a governorship to the opposition, though on at least three occasions it lost the vote. In neighbouring Sonora and Nuevo Leon last year it used wholesale ballot rigging to head off challengers much weaker than PAN.

placing all aspects of organising the election in the hands of the PRI and its satellite parties.

Undoubtedly the most serious allegations came from the two "clean vote" movements, the Democratic Electoral Movement, operating largely in the south of the state with a strong presence of the independent left.

US car makers increase sales

By WILLIAM HALL

SALES IN the US of domestically produced cars rose faster than the sales of imports in June for the first time in many months. The figures indicate that attractive domestic car sales incentives and the impact of a weaker dollar on imported car prices is starting to stem the steadily growing penetration of US car imports in the world's largest car market.

rate of 2.9m was down from May's 3.1m. Analysts remain uncertain about the underlying strength of US car sales. Some believe that sales are being supported by extremely attractive financing terms and even more generous terms will be needed to maintain sales growth in the third quarter.

market to 12 per cent. Ford, the number two car producer, increased its sales by 8 per cent in June to 179,300, while General Motors, the biggest of the US car makers, increased its sales by 6.4 per cent to 417,292 in June.

Sikh party split deepens Punjab power struggle

By K. K. Sharma in New Delhi

THE TROUBLED Indian state of Punjab was threatened with further political instability over the weekend as the ruling Akali Party split irrevocably, leading to an open struggle for power between rival factions.

Syrians extend control over W. Beirut

By Nora Boustany in Beirut

CRACK SYRIAN special forces extended their control over West Beirut yesterday as part of a week-old security plan aimed at pacifying Moslem areas.

Mulroney starts Quebec talks

By BERNARD SIMON IN TORONTO

CANADA'S Prime Minister Mr Brian Mulroney has taken an important step towards repairing relations between English speaking Canada and the predominantly Francophone province of Quebec by formally opening negotiations for Quebec to sign the federal constitution.

Mulroney starts Quebec talks

By BERNARD SIMON IN TORONTO

1982. Leaders of Canada's other nine provinces rebuffed his demands at the time for special status for Quebec.

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Handwritten signature: Johnnie Wild

WORLD TRADE NEWS

Battle looms for Argentine port contract

BY TIM COONE, IN BUENOS AIRES

A LUCRATIVE \$300m (1151m) deal to dredge Argentina's principal grain port at Bahia Blanca is the subject of intensive last-minute bargaining between the Argentine Government and competing foreign contractors.

A Soviet company, Technostroyexport, recently managed to obtain Argentine approval for a memorandum of intention for the work but rival bids are now also being considered from Japanese and Dutch contractors according to Argentine engineers involved in the project.

The work involves the dredging of the harbour area and a 100 km long access canal which will allow bulk carriers of up to 60-70,000 tons to enter at all states of the tide — potentially doubling the

port's capacity. Work on the project is expected to take almost three years until completion.

Bahia Blanca is located at the heart of Argentina's wheat-growing Pampas zone, and is an important port not only for the export of wheat but also of sunflower seeds, maize and soy beans.

According to economic specialists at Argentina's national grain board dredging the port will permit a substantial reduction in port charges by increasing throughput and make Argentine grains increasingly competitive on the international market.

The port's difficulties at present stem from the relative shallowness of the long approach to Bahia Blanca, the lack of manoeuvring and anchorage space in the port

and through the access canal having a depth of only 38 feet at low tide. Large grain ships can therefore only enter and leave on favourable tides.

The project envisages deepening the access canal to 45 feet involving the removal of an estimated 36m cubic metres of sand and consolidated materials from the sea bed.

Local dredging companies complain they were not invited to tender for the contract and were told that all negotiations were being dealt with at a government-to-government level between Argentina and the Soviet Union.

Negotiations with the Soviet Union are at an advanced stage but according to the Soviet Embassy in Buenos Aires, agreement will still be reached over the final price

tag and financing of the project. The Soviet Union has offered financing over a ten year period at a 6 per cent interest rate and is apparently prepared to accept payment in grains.

Negotiations have been further complicated however by the resignation on Thursday of Argentina's Minister of Public Works and Services who would be ultimately responsible for the execution of the project.

The new minister is reported to have closer political ties to President Raul Alfonsín, but it remains to be seen whether this will have any influence on the outcome of the tendering for the Bahia Blanca project.

An official visit by President Alfonsín to Japan later this month, aimed at promoting Japanese investment in Argentina, has raised speculation

that the Soviet bid may yet fall through.

The Soviet Union is especially anxious to win the contract, in order to reduce its large trade deficit with Argentina. Moscow plans to import 4.5m tons of maize and soy beans per year from Argentina over the next five years under a trade agreement signed in January. At present market prices this is worth some \$400m.

Argentinian imports from the Soviet Union however are still less than \$100m per year and well below Soviet expectations. The Soviet Union remains the most important market for Argentinian grains but a steady decline in Soviet purchases over the past four years has begun to worry Argentine grain farmers and traders.

SHIPPING REPORT

Tanker recovery may be short-lived

By Andrew Fisher, Shipping Correspondent

TANKER RATES stayed firm last week but the market was given a strong warning that the marked improvement of recent months could be short-lived.

Fearnleys, the Norwegian shipbroking firm, said that some words of caution were necessary to prevent the market, which has recently been stimulated by lower oil prices, from becoming overheated.

With a number of short-term fixtures from the Gulf providing owners with a return of up to \$2m per voyage above operating expenses, some buyers were now willing to pay more than twice as much for a VLCC (very large crude carrier) as the second-hand value of only a month ago.

"It seems appropriate to pour some cold water over the most anxious buyers," Fearnleys commented sternly. "There is still a considerable surplus of VLCC tonnage and sales for scrapings of such vessels are insignificant."

The actual VLCC and ULCC (ultra large) surplus — the former are ships of 200,000 deadweight tons and over, with ULCCs exceeding 300,000 dwt — was at least 30m dwt.

Thus, the market still needed a considerable increase in the present volume of oil movements by sea to eliminate this surplus. Fearnleys said that it did not, however, foresee such a large growth in demand.

Also, with lower oil prices causing oil companies and other buyers to fill up their storage facilities during the present rise in the market, a reduction in demand could occur soon.

Current levels of about Worldscale 45 for VLCCs from the Gulf to the West compare with Worldscale 22 a year ago.

But the picture in the long-depressed dry cargo market remains a sorry one. Denholm Coates, the London shipbroker, reported that the grain rate from the US port to Japan was \$8.20 a ton. A year ago, the rate was \$14 a ton.

Escort 'remains top selling car' for fifth year in a row

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

FORD CLAIMS that its Escort was the world's best-selling car in 1985 — for the fifth year in succession.

The company says Escort sales reached 923,000 last year or 40,000 more than its nearest rival, the General Motors model sold as the Opel Ascona in continental Europe, the Vauxhall Cavalier in the UK, Monza in Brazil and Camira in Australia.

Ford also suggests its "F" series pick-up truck retained its place as the world's best-selling commercial vehicle with production of 640,000 last year placing it, fourth overall in the world rankings for either car or truck.

Nearly every "F" series pick-up is sold in North America where the vehicle is frequently bought for personal transport and is substituted for a car.

Ford says production of the Escort during 1985 was 901,000, second only to the record of 908,000 established in 1984. The model is produced in the UK, West Germany, Spain, Portugal, Canada, the US and South Africa.

Since it was launched as Ford's first "world car" in the autumn of 1980, production of the Escort has reached nearly 5m.

It has been Ford's best-selling car in Western Europe for the past five years and in 1985 its sales of 402,000 put it in sixth place in Europe, behind the Volkswagen Golf, Fiat Uno, General Motors' Opel Kadett/Vauxhall Astra, the Peugeot 205 and the Renault 5.

WORLD'S BEST SELLING CARS IN 1985

| Make | Sales |
|----------------------------------|---------|
| 1 Ford Escort | 923,000 |
| 2 General Motors Ascona/Cavalier | 883,000 |
| 3 Volkswagen Golf | 778,000 |
| 4 Toyota Corolla | 732,000 |
| 5 Fiat Uno | 587,000 |
| 6 General Motors Kadett/Astra | 584,000 |

(* Totals include similar vehicles made under different nameplates. GM Ascona/Cavalier also includes the Monza in Brazil and the Camira in Australia. The VW Golf includes the Caribe in Mexico.)
Source: Ford

Frank Gray on a successful wine for tea barter deal with Yugoslavia

Small countertrade can be beautiful

WHEN MAJOR exporters of equipment or commodities are confronted with a countertrade requirement from their customers, they can almost always turn to an experienced trading organisation specialising in barter to help sort out their problems.

This is most true in the case of multinationals, which often maintain their own in-house countertrade units to ensure that a viable deal is eventually concluded.

But when a small organisation, accustomed to receiving cash for goods is hit with a countertrade offer, the disruption to the company's way of doing business can be dramatic.

Such a challenge was recently hurled at Mr Michael White, chairman of the Sersfield Trading Company, a London-based concern with long experience selling Assam tea for cash to customers in the UK, Eastern Europe, the Middle East and Africa.

Some 60 per cent of the company's annual turnover of £2.5m comes from abroad, and Yugoslavia is its most important foreign customer. The sale of tea to that market has been growing sharply in recent years, riding on the tail of the tourism boom generated by British travellers to the Adriatic.

Not surprisingly, the counter-

trade grantlet was thrown down by Voce, the Yugoslav state trading organisation. Facing a shortfall in hard currency to pay for Sersfield's growing volume of tea shipments, it proposed part payment in local products, one of which was Yugoslavian wine.

Mr White, in a recent interview, said his first reaction was to refuse the proposal outright. But on weighing the importance of maintaining trade ties with a traditional customer, against a cutback or even a termination of business, he agreed to consider the barter option.

The proposal required several trips to Yugoslavia and visits to numerous wine estates where, he admitted, the quality of production appeared to match vineyards in Western Europe. He accepted an initial trial shipment of 100 bottles comprising six different brands.

Through his own contacts in the drinks trade he was able to ascertain that the bottled product received in London was as good as that sampled on site.

Since agreement in principle had been struck, the next step was to sort out contractual details, far more complex than the simple trading of tea for hard currency to which Sersfield was accustomed. Such advice was forthcoming from the counter-trade division of Barclays Bank and National Westminster Bank in London,



Mr Michael White, chairman of Sersfield Trading — an unexpected demand to set up a barter deal led to other countertrade business.

and the Trust Bank of South Africa to distribution in the UK and Ireland. He was helped by Grants of St James's and Hatch Mansfield, the UK drinks merchants.

In the 18 months since the Yugoslavs made their initial proposal, Mr White's attitude

has turned from reluctance to enthusiasm. This year, Sersfield will handle around 1m in Yugoslavian wine, some 20 per cent of which will be sold through the Dublin-based Superquinn supermarket chain. A total of 12 brands are on the market.

Yugoslavian wine does not enjoy the preferential tariffs of wines produced within the EEC, but the overall production cost is lower and Sersfield is able to sell it at less than £2 per bottle. Given the surge in UK wine consumption in recent years, the wine is as good as cash.

The apparent security of the market however, is not without its pitfalls. With some amusement now, Mr White recalled his recent emergency visit to Dublin to allay the fears of his Irish customers over the tainted-wine scandals of recent months that hit the wines of Austria and Italy.

Mr White's experience with Yugoslavia has led to other barter deals and proposals. Sersfield recently agreed to take a small supply of Polish fruit wines, negotiated with the Argos state trading organisation.

These are being bottled, labelled and boxed in the UK in wine kits, complete with Irish crystal glassware from Galway. Sersfield is considering similar wine-for-tea offers from Malta and Bulgaria.

World Economic Indicators

| Country | UNEMPLOYMENT | | Apr '86 | June '85 |
|-------------------|--------------|---------|---------|----------|
| | June '86 | May '86 | | |
| US 000's | 8,443 | 8,554 | 8,342 | 8,423 |
| % | 7.10 | 7.30 | 7.10 | 7.30 |
| W. Germany 000's | 2,122.0 | 2,220.0 | 2,447.5 | 2,172.6 |
| % | 7.8 | 8.2 | 9.0 | 8.1 |
| France 000's | 2,317.9 | 2,371.6 | 2,394.9 | 2,282.6 |
| % | 10.0 | 10.2 | 10.3 | 9.8 |
| Italy 000's | 3,172.2 | 3,190.3 | 3,287.4 | 2,883.3 |
| % | 13.9 | 14.0 | 14.1 | 12.6 |
| UK 000's | 3,270.9 | 3,325.1 | 3,323.8 | 3,240.9 |
| % | 12.2 | 12.4 | 12.4 | 12.1 |
| Netherlands 000's | 485.8 | 497.9 | 725.0 | 737.0 |
| % | 12.2 | 12.4 | 12.9 | 13.0 |
| Belgium 000's | 481.7 | 490.6 | 504.7 | 528.5 |
| % | 11.7 | 11.9 | 12.2 | 12.8 |
| Japan 000's | 1,226.0 | 1,238.0 | 1,448.0 | 1,570.0 |
| % | 2.84 | 2.72 | 2.55 | 2.44 |

Sources: (Except US and Japan): Eurostat



Cover her mouth with your hand and see what happens to your friendly hostess.

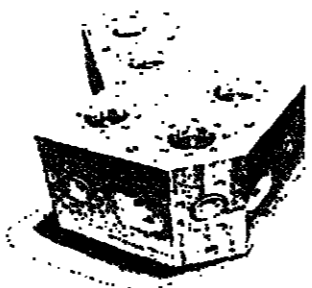
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friendliness is legendary, even amongst the most hardened of travellers. Not for nothing has Thailand become famous as The Land of Smiles. Every travel writer has said it, one way or another. The natural joie de vivre of the Thai people is irresistible and infectious. And it makes not one

iota of difference what you paid for your ticket. From economy to first-class, the same spirit of courtesy, helpfulness and respect holds sway. Which is why our passengers say goodbye to us with a smile. And it won't be put on.



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derer dar, die von der beständigen Zusammenarbeit mit Glenrothes Development Corporation profitieren.

*Mit der Unterstützung von GDC gründete die Firma Forth Tool and Valve Services einen 135 qm grossen Betrieb und nach zweimaliger Vergrößerung führt sie jetzt ihren Betrieb auf einer 2 700 qm Fläche.



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UK NEWS

CONTROVERSY GROWS OVER EEC ANTI-DUMPING DUTIES

Paper industry hit by kraftliner row

BY LIONEL BARBER

ON February 14 this year, Mr Alistair Burt, Conservative MP for Bury North, rose in the House of Commons to speak about an apparently innocuous and relatively obscure paper product called kraftliner.

Mr Burt said that regulations concerning the payment of EEC anti-dumping duties on kraftliner were being widely breached, and he urged the government to look into the matter.

Around two months later, Customs & Excise officials made a snap raid on several UK corrugated box manufacturers - the principal users of kraftliner. Many other visits to other major manufacturers have followed as part of an investigation which has shaken the UK paper industry.

To some observers, Mr Burt's speech - made during a rare adjournment debate on the paper industry - and the Customs investigation are closely linked. By bringing out into the open what many in the industry had suspected for months, Mr Burt may have squeezed the trigger for an official investigation. In fact - as Mr Burt conceded last week - he was acting as the mouth-piece for the British Paper and Board Industry Federation, many of whose members had been hurt by the downward spiral of kraftliner prices over the previous 12 months.

Kraftliner is the key raw material for the corrugated box and casing industry. The market is worth around £150m in the UK and the industry employs about 18,000 people in around 100 plants, according to industry estimates.

More important - at least for the federation's own membership - the price of kraftliner can have a knock-on effect on other types of paper, notably testliner, a porridge mixture of waste paper which serves as a rival, if inferior, product. This is precisely what occurred last summer when kraftliner prices hit their nadir.

Last year, kraftliner prices were being quoted in the EEC and the UK at around \$260 or \$270 a tonne. Explanations differ on who led prices down and why.

The (then) strong dollar, coupled with overstocking by users after the third proposed price increase for suppliers inside a year, are cited by kraftliner buyers. Further, Sweden, a major kraftliner supplier, devalued its currency, the krona.

The question of who started the discounting which forced prices in the market below the EEC minimum intervention price of \$333 a tonne is far more controversial. One theory is that Swedish producers elected to break their voluntary undertakings to the EEC not to sell below \$333.

But UK agents for the Swedes deny this and point the finger at Cellulose du Pin, the sole French and major EEC producer. "The irony is that the French pushed for the anti-dumping legislation in the first place," said one sales director acting for the Swedes.

Falling kraftliner prices forced the US producers - among them Great Southern Paper, St Regis Paper, and International Paper - to react, kraftliner buyers said. The problem for the Americans was that

they were the only world producer legally liable to the EEC's dumping duties. Their products were subject to duty and yet they knew they could not afford to stay out of the market," said one major purchaser of American kraftliner.

The reason lies partly in the nature of kraftliner production. The paper mills are so capital intensive that it is imperative that they run to capacity. "At 95 per cent capacity you are breaking even and every 1 percentage point above that you start making a lot of money," said Mr Michael Howard, director of the British Fibreboard Packaging Association. "But at 92 per cent capacity, you lose money."

Conversely, there was no way that the association's members - the major users of kraftliner for the corrugated box and casing industry - could afford to ignore their US suppliers. Three years ago, the Americans held around 60 per cent of the UK market and last year it was still 40 per cent. "They could not cut themselves off just to take a cut-price offer from the Swedes or the French," one UK importing agent said.

But the offer of discounts by all major producers presented a dilemma for UK users of kraftliner. If they accepted the discounts, then they faced paying the outstanding difference between the market price and the EEC minimum intervention price of \$333. At a price of \$270 a tonne, for example, the levy payable to Customs would be \$63.

On the other hand, if they recorded the actual selling price of \$270 at \$333, then they could avoid

the EEC levy. At the same time - and here is the twist - they would pay a slightly higher duty to Customs because of the higher recorded price. Some companies may have judged the trade-off between paying a (then) 7 per cent duty and avoiding the EEC levy to be a risk worth taking.

The British Paper and Board Industry Federation (BPBIF), worried by the slump in paper prices and the way in which the anti-dumping legislation appeared to be being flouted, encouraged an official government inquiry. Once again, the result was totally unexpected.

Mr David Peacock, director of the BPBIF, said the federation had understood that the importers themselves were not responsible for paying the EEC levy, rather it was up to the suppliers who, after all, were offering the discounts.

This does not appear to be the case. Hence the federation may have helped prompt an inquiry which could harm its very own customers in the corrugated box industry. "It is an unfortunate position," said Mr Peacock last week.

The federation, along with kraftliner users and producers, has meanwhile succeeded in persuading the EEC Commission to review the anti-dumping legislation, just as kraftliner prices have recovered to around \$400 a tonne.

One sales director for a big Swedish producer said last week: "I think everyone has lost sight of what is going on. This is the mess you get into when you try to interfere with market forces with artificial devices like anti-dumping rules."

Allowance outstrips inflation

BY JAMES McDONALD

LONDON SALARY weighting payments have risen over the year to last May by an average of 4.3 per cent, with a 5.7 per cent increase for inner London, according to the latest annual report from Reward Regional Surveys. This is above the May inflation rate of 3 per cent during the year.

The Reward report, based on data from 153 companies, points out that, despite these increases, the amounts paid are well below the actual cost-of-living differences between the inner London area and the UK average.

The annual median weighting payment increase over the year to

May for all London was £276, a 4.3 per cent rise, and for inner London, £1,260, a 5.7 per cent increase.

But the actual cost-of-living difference between the London inner area and the UK average was £2,534 on the basis of Reward's January cost-of-living survey.

"It is felt only fair that individuals should pay something towards the capital appreciation on house values," says the report. "As these are rocketing around London, this is a typical subject. Our latest figures show house prices in the London area have risen 18.9 per cent over the year and 14.8 per cent in the southeast outside London. This

compares with an average 10.3 per cent increase throughout the UK."

A majority, 85 per cent of the survey companies, have reviewed their London weighting payments within the last year, but there are some weightings still operating that were set as far back as 1978.

The opening of the M25 ring road is having an increasing effect on salaries, house prices and additional payments like London weighting, says the report. "Most companies are watching this carefully, although some have already moved their outer London boundary to the M25."

Lord Barnett may head BBC

By Raymond Snoddy

LORD BARNETT, the former Labour Cabinet Minister, is favourite to succeed Sir William Rees-Mogg who is due to retire as vice chairman of the BBC board of governors.

If Lord Barnett's appointment is confirmed it could shift the balance of power in the board more towards the centre.

At present both the chairman, Mr Stuart Young, and Sir William are seen as having Conservative instincts.

As well as making the board more politically representative Lord Barnett could strengthen its financial expertise.

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UK NEWS

Andrew Fisher reports on some good news for British shipbuilders
Warship yards fight for orders

BRITAIN'S WARSHIP yards are in a precarious position. Barely out of the secure, though not always comfortable, embrace of British Shipbuilders, they are now fighting it out in a harsh commercial environment.

Naval orders are harder to come by, as the government seeks to curb spending. Projects are delayed or curtailed and negotiations on price and terms have become tougher. So the news emanating from Whitehall that three new Type 23 frigates are likely to be ordered soon has given some yards a timely fillip.

But as with merchant shipbuilding, there are too many yards chasing far too few orders. Four UK yards have been in the race for the £120m frigates; only two have been successful, at least for the moment.

Yarrow on the Clyde, now a subsidiary of General Electric Company (GEC), looks likely to receive two frigate contracts and Swan Hunter on the Tyne a third. Left out in the cold are Vosper Thornycroft in Southampton and Cammell Laird in Merseyside.

With the orders yet to be formally announced, yards are coy about prospects. But Mr Peter Usher, managing director of Vosper, admits: "We are not delighted." As well as being frustrated over UK hopes, the yard has been talking for several years on a possible £30m-plus order for three frigates from Pakistan.

This, too, is looking less likely as time passes. Pakistan's political scene has become more fraught after the return there of Miss Benazir Bhutto, daughter of Mr Zulfikar Ali Bhutto, the former Prime Minister executed by President Zia seven years ago.

Export opportunities like Pakistan are rare, though Vosper has distant hopes of Greece, New Zealand, Algeria and Indonesia. And they are keenly fought. Though Vosper has a letter of intent from Pakistan, which would build one of the frigates in Karachi, West Germany's Blohm und Voss is also keen for the business.

"We're not giving up our frigate-building activity lightly," asserts Mr Usher. "We're in there fighting." But the yard built none of the last generation of Type 22 frigates and has so far not been chosen to construct one of the lighter, cheaper and more sophisticated Type 23s.

Without more work, Vosper will clearly have to cut its 2,800-strong workforce, already down sharply in the past few years. For Yarrow, the Type 23 orders will provide security for the yard's 4,300 jobs, around 1,000 of which would probably have had to go otherwise.

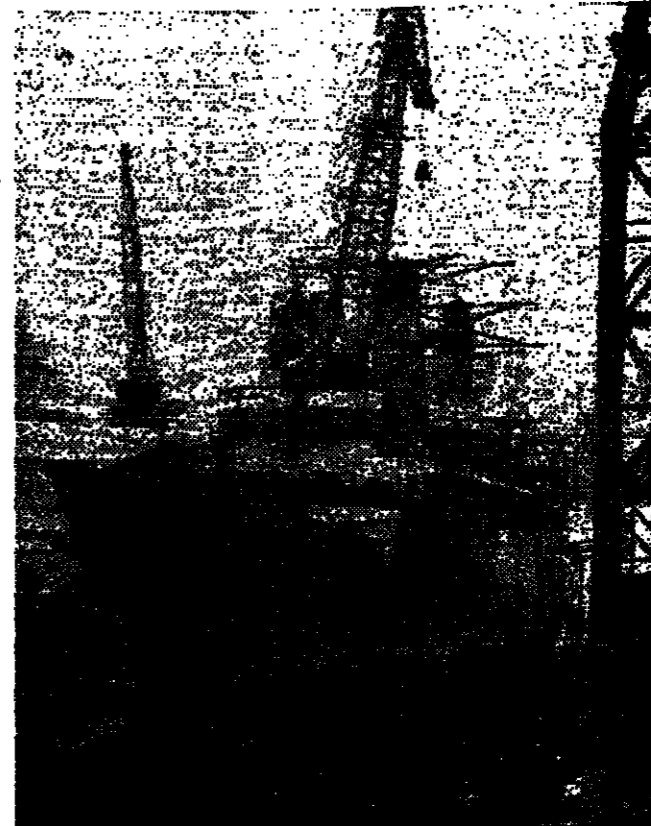
"We need one (Type 23 order) pretty desperately," says Mr Eric Smith, industrial relations director of the Clyde-side yard. "We'd obviously like two." Like Vosper, he says the yard has still to hear from the government on its decision.

GEC is expected to invest £10m in a new covered building hall for its yard, for which it paid £2m just over a year ago, if it wins the Type 23 work. Yarrow is already building the prototype and would thus hope to produce the next vessels more cheaply and efficiently.

With a covered hall, Yarrow could use merchant-building techniques involving pre-assembly of large blocks. As much of the advanced outfitting work would thus be carried out at an earlier stage, up to 12 months could be sliced off the present building time of some four years.

Cammell Laird, now part of Vickers Shipbuilding, is using such modular construction methods for the Type 22 frigate it was awarded back in January 1983, when Mr Michael Heseltine, then Defence Secretary, rewarded the Birkenhead yard for its stand against militant pickets in 1984.

But Swan Hunter lost out as a re-



Swan Hunter, one of Britain's work-hungry warship yards, is set to win a Type 23 frigate order soon. Pictured here is HMS Sheffield, one of two earlier Type 22 frigates, at the Tyneside yard. The keel of a third was laid in May.

sult. To soothe its wounds, it was promised a Type 23 order. It is this vessel which the government now seems ready at last to confirm, after strong lobbying by local MPs and great patience by the yard itself.

This year has been frustrating for Swan, which left the public sector five months ago in a City-backed buy-out. It lost a fiercely fought £150m order for an auxiliary oil replenisher (AOR), designed to support the Type 23 fleet, to a consortium of Harland and Wolff of Belfast, Yarrow, Racal and the Yard design company.

It then declared £25 redundancies. But the Harland team has to meet stringent conditions on the contract, with severe penalties if it fails.

Clutching its funds most closely is the Ministry of Defence. It was expected to order two AORs this year and four later. But the second has been delayed. Swan will have a chance to tender for this.

So despite the likelihood of more frigate orders, yards are still scrambling for work. Cammell Laird has won £300m worth of submarine orders, but wants more business to supplement this. Swan needs more than one Type 23 and hopes to break into the difficult export market.

Vosper, which went private in an £18.5m management buy-out, has not wholly given up hope on Pakistan. Mr Usher will fly there soon to assess the contract's fading chances. "With the deal taking so long to pull off, it must be in some sort of jeopardy. Our fingers are firmly crossed."

He is hoping the UK Government will approve a new class of £25m minesweepers of which Vosper is now building the first in glass reinforced plastic. A total of 11 vessels it specialised in. It built 11 of the previous class, with two built by Yarrow, which will also compete for the new ones.

If Vosper wins the Pakistani and minesweeper work, it will need about 1,000 more workers, still leaving it well short of the 5,800 from which it has fallen since 1982. Yarrow will need two frigates a year to maintain its labour force. Continuing Mr Hunter's "lock picking" to naval work: "It's a rotten slide we're all on at the moment."

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Contracts & Tenders

KINGDOM OF SAUDI ARABIA
SAUDI ARABIAN NATIONAL GUARD
INVITATION FOR TENDERS

The Saudi Arabian National Guard invites qualified companies to submit tenders for a 3 year contract to Operate and Manage the King Khalid Hospital and Medical City, a 300-bed specialty teaching hospital complex currently in operation in Jeddah, Saudi Arabia.

The King Khalid Hospital conducts a program of post graduate medical education which has as its objective the preparation of Saudi physicians for Western and Arabic specialty credentials. This program requires that the Contractor for Operations and Management to conduct patient care and education at standards acceptable to the relevant authorities providing such credentials. It also requires that the Contractor, on behalf of the Hospital, develop and maintain affiliations with reputable teaching hospitals in Western countries.

Consequently, Companies to be considered for contract award will be required to demonstrate:

- 1. The Existence of an established capability in a Western country for developing and maintaining affiliations with reputable teaching hospitals.
2. Successful experience, during the four years immediately prior to the date of tendering, in the management and operation of one or more teaching hospitals of at least 200 beds, or of at least five acute-care hospitals, one of which must be of 200 beds or more.
3. Successful performance in the international recruitment of medical personnel.
4. The existence, at the time of tendering, of a professionally staffed central office capable of mobilizing for the project and of providing ongoing management and professional support.
5. Past experience of handling projects of 100 million or more and the availability of at least S.R. 25 million of working capital.

Preference will be given to companies with successful experience in the management of teaching hospitals.

Tenders will be considered from:

- 1. Saudi Companies.
2. Foreign Companies with Saudi Sponsors, and
3. Two or more Companies tendering jointly, provided that the Companies named demonstrate a commitment to form a Joint Venture Company to accept any contract award.

When evaluating tenders submitted by Joint Ventures, either existing or to be formed, consideration will be given to the qualifications of only those Companies that will bear the financial risk for a minimum of 25% of the project.

The National Guard will not review or evaluate any tender submitted by a Company that does not meet all of the qualifications stated above.

Request for Proposal documents may be obtained from

Tenders Department, Saudi Arabian National Guard, Western Region, Jeddah Tel: 671-1334/5 Tlx: 601241 on or after 23/7/1985 AD - 16/11/1406 H, for the amount of one hundred and fifty thousand Saudi Riyals (SR. 150,000). Tenders must be submitted by 27/9/1985 AD - 23/11/1407 H.

Plant at
Záhony-Eperjeske
for unloading
bagging & storing
of chemical fertilizers

AGROTEK Trading Company for Agricultural Capital Equipment and the HUNGARIAN STATE RAILWAYS/MAV have entered into a joint venture agreement to erect a plant at Záhony-Eperjeske, North-Eastern Hungary, for unloading, bagging and storing of chemical fertilizers with a bagging capacity of 40 metric tonnes/hour and intend to procure the plant and machinery needed for that purpose. Average working hours/year are estimated at 2,000 hours. The funds needed will be provided by AGROTEK and MAV.

The CHEMOKOMPLEX Foreign Trading Company now invites sealed bids from eligible bidders for the supply of the following plant and machinery needed as components for the project along with the necessary spare parts as well as the joint technical services regarding the above:
- Fertilizer storing equipment;
- Fertilizer grinding machine;
- Portioning scale with bagging head;
- Sewing and mending machine;
- Belt conveyors;
- Wagon loaders;
- Pre-feeding bins.

Interested eligible bidders may obtain further information and inspect the bidding documents at the office of
CHEMOKOMPLEX
H-1062 Budapest, VI Népköztársaság utja 60
Tel: 122-680 Telex: 225153
Attention: István Buday, Head of Department
IFB No. 104-86/A-8036

A complete set of bidding documents may be purchased by any interested eligible bidder on the submission of a written application to the above and upon payment of a non-refundable fee of fifty US dollars - US\$50 - or equivalent in convertible currency. From domestic bidders in Hungary payment of two thousand HUF - HUF 2,000 - will be requested.

Remittances are to be made to the account No. 218-10763 of CHEMOKOMPLEX kept with the National Bank of Hungary, Budapest. Payment by cheques will be accepted and documents will be sent by registered air mail. Bidding documents are available during 30 days reckoned from the issue of the present publication.

Company Notices

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US\$200,000,000
FLOATING RATE NOTES 1985-2005
NOTICE IS HEREBY GIVEN that the Caisse Centrale de Co-operation Economique has decided to issue floating rate notes of the amount of US\$200,000,000. The notes will be issued in the form of 10% floating rate notes with a maturity date of 15th August 1995. The notes will be offered to the public by subscription and the minimum subscription is US\$10,000. The notes will be issued in the form of 10% floating rate notes with a maturity date of 15th August 1995. The notes will be offered to the public by subscription and the minimum subscription is US\$10,000.

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ZAMANA GALLERY, 1 Cromwell Gardens, SW7 5JL, London, W. Tel: 01-873 4411.
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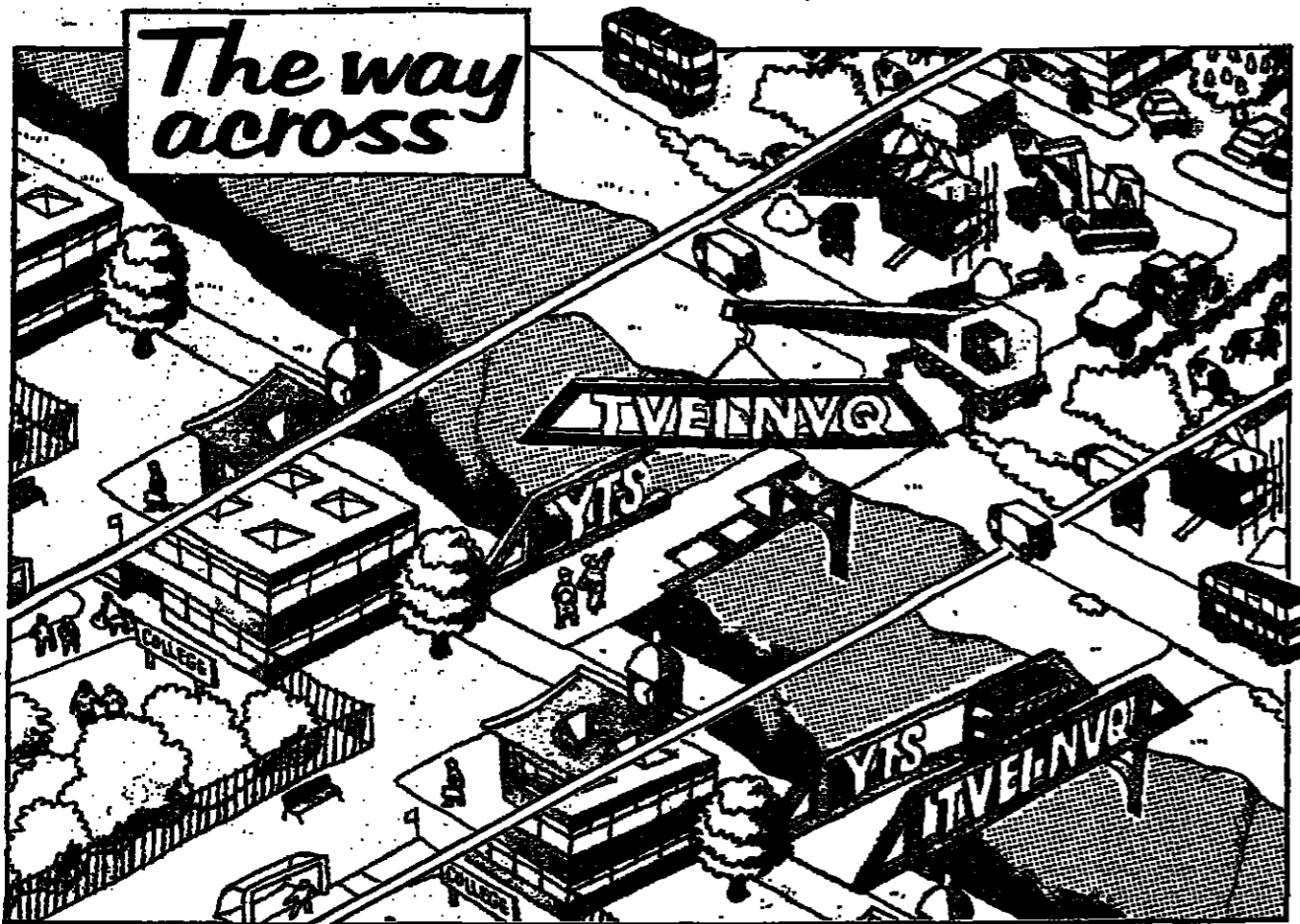
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UK education



A practical proposition

By Alan Pike, Industrial Correspondent

LORD YOUNG, Employment Secretary and a late-developing politician with an acutely professional touch, appeared at a press conference to announce the Government's plans to reform technical education wearing a vivid yellow badge and an equally bright smile.

The badge symbolises what the change is all about. It was made by pupils on a Technical and Vocational Education Initiative (TVEI) project — the scheme for giving 14-18 year olds a more practical schooling. The Government announced last week its plans to extend the programme to all secondary schools.

His smile can be presumed to reflect satisfaction that progress is at last under way in changing the curriculum in Britain's schools and colleges, with his own Department of Employment taking a leading role.

Lord Young devised the idea for TVEI four years ago, when he was chairman of the Manpower Services Commission (MSC), as a way of making the school curriculum more relevant to the world of employment. The MSC is a public agency run by employers, unions and education representatives.

The initial pilot projects were launched in 1983 through the MSC rather than the Department of Education and Science (DES) — primarily because Ministers believed that the MSC was more likely to make speedy progress. Local authority control of education and the indirect method in which universities are funded has put the DES in a weak position when it comes to initiating action. Educators, and even the DES itself, are seen by many Ministers as invariably preferring lengthy discussion to experimentation.

There were suggestions when the TVEI pilot projects started that, having got the experiment off the ground, the MSC would hand the scheme over to the DES. But last week's education and training White Paper said the MSC would administer the plan to take TVEI national.

Since launching the project, the MSC has also been given an important role in financing further education in local authority colleges — a move intended to strengthen the link between the courses offered by colleges and the actual training needs of industry.

Last week's White Paper also made public a further coup for the Department of Employment. Lord Young has been named as the Minister who will "have the lead responsibility" for appointing a new National Council for Vocational Qualifications, and for its day-to-day administration.

The council is designed to bring Britain's confused system of vocational qualifications and certificates within a single clearly-understood framework. Mr Oscar de Ville, formerly deputy chairman of BICC and now with Meyer International, has been named as chairman, and Lord Young's lead responsibility can be expected to ensure that industrial interests are strongly represented on the council.

All these moves are part of an increased central involvement in the curriculum. Although TVEI schemes are designed by local education authorities, they have to meet criteria set by the Manpower Services Commission. The purpose of the MSC's activity in local authority further education is to stimulate courses which meet market needs. But the developments also represent a distinct change which is taking place in the Department of Employment under Lord Young's tenure.

The inside cover of last week's White Paper lists the objectives of the Department of Employment. "Encouraging the development of an enterprise economy" is identified as the department's prime aim, with the objectives going on to talk about the promotion of small businesses, self-employment, tourism, training and cutting business red tape as means of achieving this. Industrial relations — for so long the staple diet of the old beer-and-sandwiches Ministry of Labour — receives only a single line mention.

With the Government's industrial relations reforms on the Statute Book, the department is fast changing shape and concentrating on its new priorities. Visitors to the Secretary of State's office encounter "Please Take One" boxes of booklets containing details of some 30 employment and training schemes being run by the department and its direct-action arm, the MSC.

When Lord Young became chairman of the MSC in 1983, he soon concluded, like others before him, that Britain's lagging industrial training system could not be changed in isolation from the education system. It was against this background that he devised TVEI and began the extension of the MSC and Department of Employment into educational reform.

Lord Young's yellow badge made by TVEI pupils did not come from a course in badge-making, but one teaching the financial, commercial and marketing aspects of running a small business.

School businesses have become common features of the TVEI pilot projects, along with other developments uncommon in more conventional class-

rooms. School children in Clywd, Wales, have become the first in the country to study robotics at O level. Courses on fashion and textile design are established in Newcastle. Design and entertainment studies, complete with a £100,000 studio in a converted cinema, are available to TVEI students in Barnsley. A food studies course has been designed in Bedfordshire. Marine studies and holidays and leisure courses — including visits to Holland on a roll-off ferry — have been introduced in Norfolk. Industrialists work with teachers in curriculum development.

TVEI will be running on a pilot basis in all but 18 local education authority areas by September, and under the expansion announced in the White Paper will eventually be available as an option for 14-18 year olds in every secondary school in the country.

The official criteria for TVEI say, among other things, that the scheme is intended to "prepare the student for particular aspects of employment and for adult life in a society liable to rapid change."

These criteria have given rise to some fears that the high tech, glossy image of TVEI may conceal old-fashioned, narrow job training. Critics believe the initiative will reduce young people's options and educational horizons at the age of 14, and become a covert means of re-introducing selection within the comprehensive system — the bright pupils preparing for higher education, the others getting job training on TVEI.

Such suggestions are rejected as strongly by TVEI teachers and young people taking part in the initiative as they are by Lord Young and his colleagues. But no attempt is made to deny that TVEI is intended to bring education and industry closer together, and break down the traditional pre-eminence of the academic over the practical in the British school curriculum.

Many TVEI teachers — like Youth Training Scheme instructors — have been impressed by the extent to which a practical, problem-solving approach can stimulate young people's learning. Many educationalists involved in the TVEI pilot projects would agree with the White Paper's grand sounding judgment that the scheme is "one of the most significant broadening of the schools curriculum this century."

If successful, it should also help in the coming years to tackle skill shortages in advanced technology sectors of

industry. But another skill shortage has to be overcome first — the biggest threat to the national development of TVEI is a severe shortage of mathematics, science and craft teachers.

Conflicts of interest are already familiar in the London securities scene, but the absorption of the jobbing function within broader firms adds some new variations on the theme. In particular, firms which make markets in the stocks of corporate clients will need to erect very thick Chinese walls between their traders and their corporate finance departments.

In fact some firms have thought very hard about whether they should attempt to make markets at all in the stocks of companies to which

Chinese walls may be too thin

By Barry Riley

DECLARATIONS of independence crop up not only in American colonies but also, oddly enough, in the London stock market.

The independence being so declared at present is that of the market making arms of the newly-formed securities groups from their corporate finance departments. Effective independence is vital if they are to receive permission from the Takeover Panel to sustain their market making operations at times of takeover bids involving client companies.

But although this may be an adequate approach during the current interim stage of the London securities market's development — the big groups can own market makers, but must not integrate them with the distribution side — it is not going to be sufficient after Big Bang.

Conflicts of interest are already familiar in the London securities scene, but the absorption of the jobbing function within broader firms adds some new variations on the theme. In particular, firms which make markets in the stocks of corporate clients will need to erect very thick Chinese walls between their traders and their corporate finance departments.

In fact some firms have thought very hard about whether they should attempt to make markets at all in the stocks of companies to which

they act as close advisers. There is inevitably a risk that actions by their traders could be misinterpreted, even when no insider information has passed between departments.

However, the logic of the new system is clearly that market making is an integral part of the range of activities of the new multi-service firms. Small companies, for instance, will normally expect that their sponsoring advisers will provide a reasonably liquid market in their shares — not readily volunteer because the pickings would be too lean.

For bigger companies, lack of eager market makers will not be a problem, but it will be vital for investment firms to keep closely in touch with the markets in clients companies' stocks in order that they can advise on issues and have the necessary distribution capability.

Since the problem cannot be avoided, it must be tackled head on and foolproof systems developed. "We have not finalised our ideas, but by October we hope to be entirely clear in our own minds," says one of the leading prospective market makers. "We can't afford to leave any grey areas. We have to be absolutely white."

The Takeover Panel's interim guidelines provide that so long as the market making operations sign declarations saying they are being run in a fully independent manner, they will be given a kind of exempt status. That is, they will not be regarded as acting in concert with parties involved in the takeover and will not be

required to disclose their holdings.

After Big Bang, however, quite different rules will have to apply in takeovers. The key question is whether the Panel will opt for the New York system of a restricted list which circulates within a firm and imposes limits to be applied to market making in sensitive stocks.

The restriction could amount to an outright ban, or a tight constraint on the volume of business permitted. Most market makers instinctively reject the latter however, and there is also the problem that in a major bid it would be possible for three or even more of the strongest market makers to be effectively cut out, because they all had corporate client involvements. That might seriously restrict the liquidity of the market, to the disadvantage of investors.

Rightly or wrongly, firms with big corporate client lists could end up being penalised, although there would be swings and roundabouts. They would hope to pick up business diverted from restricted rivals in bids in which they were not themselves involved.

At any rate, the Panel is bound to be concerned with safeguarding its concert party rules, and some awkward decisions are going to have to be taken in this area.

The sudden imposition of restrictions, after all, could be very embarrassing for a trader stuck with a large open position which he was unable to unwind. But maybe that it just one of the risks of the game. If he



were given a discreet advance warning of a bid or new issue and allowed to retreat gracefully the competing market makers would soon spot what was happening.

In other areas the arguments are rather simpler. When there is a rights issue, say, the Chinese Wall will have to stay absolutely impenetrable and the house market maker will have to take his medicine along with the rest of the market.

For the big groups these barriers to the internal flow of information ought not to be a problem. There are complex security systems to keep the various teams of specialists apart, and the largest groups can even afford to install separate banks of lifts to serve different functional areas.

It is a little more difficult to see how the rules could be applied so rigidly in small firms, where individual practitioners may wear several different hats. Arguably investors will have to be warned that lower standards may apply down among the gamma stocks.

Inevitably there will be breakdowns. In May this year First Boston in New York paid a civil penalty of some \$260,000 and gave up \$132,000 in alleged profits on trading in the stock of a corporate finance client which announced an unexpected write-off.

Despite the problems, the system will have to be made to work in London. If it does not, and there are too many scandals, the whole basis of the new-style market will be in doubt.



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The above Survey which was to have been published today will now appear on Wednesday 16th July

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MANAGEMENT

MANAGERS' LIVES are full of paper, but what is written on it rarely gets read. Time and again research has shown that they do not much like reading and writing. They speak and listen instead.

Only a sharp break in executive habits could account for the explosion in sales of *In Search of Excellence*, *The One Minute Manager*, and today's other chart-topping management books.

How their authors have overcome millions of managers' resistance to reading is, on the face of it, a mystery. They have certainly shifted away from the long-standing mainstream of business literature, which stressed the "hard" attributes of management, notably structure, strategy and systems. Instead they stress the "soft" side: style, staff, skills and shared values. But little of their guidance on improving executive performance seems essentially new.

Take, for instance, the idea which underpins their advice on the key task of managing people. It is that executives tend to have markedly different attitudes towards the people who work for them. Some expect to catch their subordinates doing things wrong, so they concentrate on preventing faults. They could be called controllers. The others expect to catch people doing things right, so they work to promote initiative. They might be called leaders.

While almost all today's top-selling authors encourage the leadership approach, they can not claim credit for the underlying idea. The originators of the two contrasting views about the nature of working humanity were two men whose works have outlasted the books of all today's management gurus put together, not least because they lived nearly 2,500 years ago.

The first was Plato, who taught that, apart from an elite minority, men and still more so women are by nature irresponsible and morally need compelling to do anything positively worthy at all. The second was Aristotle, who saw people as naturally endowed with potentialities to do good things, which with guidance and encouragement they could realise.

Although Aristotle's version has the appeal of being optimistic, most management practice has enshrined the Platonic outlook. In western countries at least, organisations have tended to be set up on the principle that the bulk of people work best under close and detailed control.

The main modern theoretical influence behind that tendency was probably the concept of scientific management pioneered in the US by Frederick Taylor

Michael Dixon, in the third of a series, traces the age-old routes of today's management ideas and discovers fresh avenues of thought

The guru factor Ancient wisdom with a novel twist



late in the last century. He argued that companies operate most efficiently if they break down their shopfloor work into repetitive tasks needing little training, which can be carried out quickly to standards that are easily policed.

Taylor's proposals chimed well with the then prevailing technology. People would inevitably find little intrinsic interest, let alone scope, for personal development in the simplified shopfloor jobs he advocated. But the so-called deskilling was tailor-made (so to speak) for the further advance of mass production.

Companies increasingly divided their employees into two castes. At the top a minority of "thinkers" were set to decide what should be done and how. Their decisions were handed down as detailed instructions to be followed semi-mechanically by a

majority of well supervised "doers" below. The two-caste division was adopted by organisations outside manufacturing, in line with the simultaneously spreading idea that the bureaucratic approach to getting things done was the highest form of management achievable by humankind.

The same process also seems to have inspired a changed view of the role of executives. They were ranked among the thinking minority. But the growing body of theorists came to look on managers less and less as human individuals doing their jobs in the various ways they personally found best, and more and more as standard cogs in the higher workings of the organisational machine.

Indeed, soon after Taylor formulated his principles of scientific management, a Frenchman called Henri Fayol published a standard definition of

what it is that managers do. He said their work boiled down to just five essential functions: planning, organising, commanding, co-ordinating and controlling. And perhaps because the bulk of books on management have since been written by academics, who prefer ideas to be neatly packaged for examination by the intellect, the tendency to pigeonhole managerial activities has persisted to this day.

But not all the later theorists supported relentless machine-like control. Exceptions quickly appeared, one of the most prominent being the human relations school of the 1920s.

Its leader was Professor Elton Mayo of Harvard, who claimed that people work more productively when treated as human beings and encouraged not just with decent pay but with pleasant working conditions. The same theme was

allowed them to achieve successively higher satisfactions, initially by winning a respected place in society, and ultimately by realising their full potential for individually creative work.

McGregor was brandishing his optimistic torch at a time of steady economic growth and full employment, and he apparently took it for granted that the benevolent conditions would continue. But in the early 1970s, just when the more humanistic view seemed to be gaining ground through the "quality of working life" movement and the like, the western economic climate turned cold.

The effect was the adoption by many organisations of what might be called macho-management. Its guiding dictum is that if executives have workers by the short hairs, their hearts and minds will inevitably follow.

Today, many managers have grown disenchanted with an all-out macho approach. Which is one of the reasons why millions of them have been attracted to more humanistic theses of the new guru.

Another factor may be that, to western executives, a renewal of optimism has now become a necessity. The closely controlled working practices which turned most managers, as well as subordinates, into cogs of some mass production machine are falling fast against eastern competition. Many European and US executives may well have decided that any future they have must lie in different approaches which unlock and build on uniquely human abilities to innovate and tailor the product or service to the special wants of individual customers.

Another clue to the top-selling guru's popularity is that their view of the very nature of management activity seems different from the way most previous writers saw it.

Like both Plato and Aristotle, most past management writers evidently believed that the prime human driving force behind civilised progress is the rational intellect. They therefore tended to see the source of improved manning as lying in the academic-style working theories, which could then be taught step-by-step to practising executives.

to do nothing but slouch in a chair and complain to their spouses about the dreadful things they have gone through. But it would be an odd executive who opened the tirade by saying: "D'you know what's happened today? I've had an absolute bellyful of planning, organising, commanding, co-ordinating and controlling..."

Real managers talk about their jobs in much more human terms. The reason is that the work is fundamentally human in nature. It does not consist only, or even largely, of solving already identified problems by the application of logical processes based on quasi-factual knowledge, as numerous management writers apparently assumed in the past. The key task is usually to find out what problems might usefully be tackled in the first place.

Hence their typical preference for spoken words at the expense of the written variety. Their survival in the job depends on their knowing what is going on now, and conversations laced with questions and answers yield information fast and flexibly.

The best of the new gurus—such as Peters and Waterman, the authors of *Excellence*—still emphasise the value of broader and more factual information as well as logical thinking. But they seem at last also to have acknowledged the essentially intuitive aspects of good management in practice. By doing so, if in nothing else, they can claim to have achieved something new.

In endorsing intuitive action—by which they of course mean something quite apart from panic action—they may even have opened western doors to a touch of eastern philosophy.

The implication that executives are always wrong to act in intellectual ignorance of a situation, no matter how sharp their hunch or great their experience, is directly in line with western academic tradition. But Confucius viewed ignorance as a positive force, provided that people recognise where the inevitable gaps in their knowledge lie. It is impossible to be wise, he said, without being aware not only of what you do know but also of what you don't.

Many western leaders' mistakes—in politics as well as business—result less from ignorance of the real facts than from their ignorance of their ignorance. So a bit of Confucian wisdom could be a great blessing.

Management abstracts

A Ten-point Guide to Buyout Success. T. Grundy in *Accountancy* (UK), January 1986 (2 pages).

Offers reasons for considering a management buyout and discusses questions which must be answered by participants in framing buy-out. The points include clearance before negotiations begin, for discussions with third parties (eg customers, work-force), team membership, drawing up a business plan, and negotiations with advisers, customers, suppliers, the vendor and financiers.

Diversification as a Factor in UK Industrial Strategy. J. Constable in *Long Range Planning* (UK), February 1986 (8 pages).

Shows that the UK has had the highest rate of diversification among large companies in the leading industrial nations since 1950, and that this diversification has largely been achieved through acquisition; suggests that this has not produced dominant international businesses and has left a weakened small company sector; argues that the emphasis ought to have been on effective internal development rather than on acquisition and apparent growth.

Factors Which Influence Quality Circle Success. B. C. Dale & J. Lees in *International Journal of Operations & Production Management* (UK) (12 pages).

Analyses quality circle data (obtained from over 100 manufacturing companies over the past four years) to classify programme's success, failure or survival. Establishes factors important to long-term success, including the adherence to circle rules, the ability of circle members to work together, a "total" organisational approach to quality, and in-depth understanding of quality management; concludes that the lack of clear-cut differences between success, failure and survival is revealing. Emphasises that companies with well-rooted and flourishing programmes started circles as part of a strategy for employee development and participation, rather than for cost-saving reasons.

These abstracts are condensed from the abstracting journals published by John H. Houghton Publications. Licensed copies of the original articles may be obtained at a cost of £4 each (including VAT and postage) from Andrew PO Box 22, Wembley HA5 2SL.



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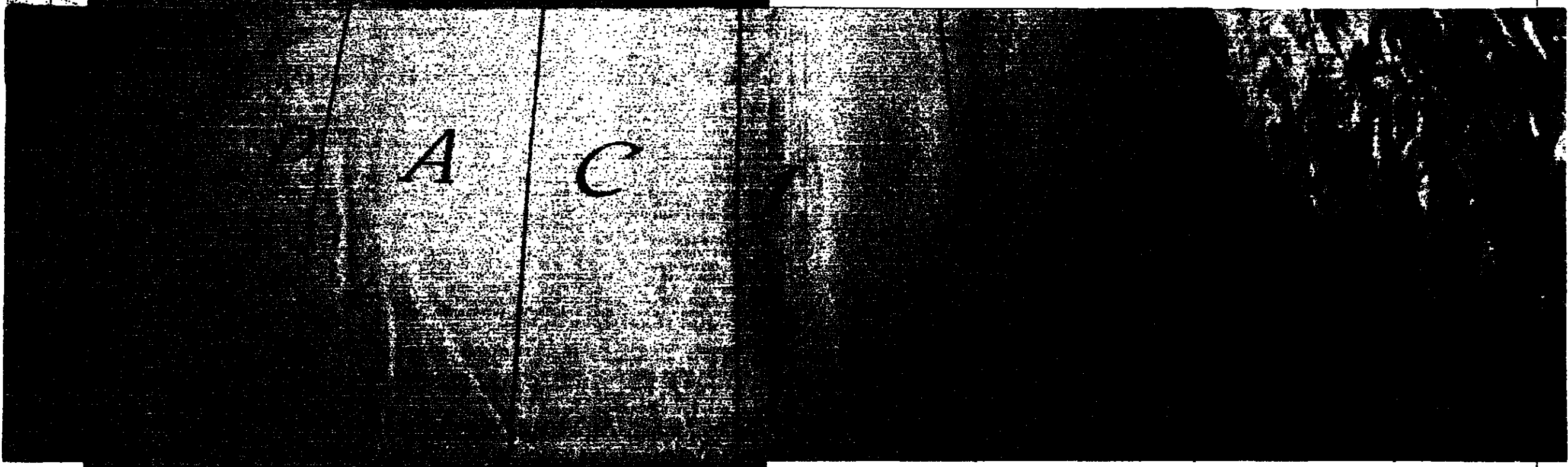


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INTERNATIONAL APPOINTMENTS

National Steel board moves include president

BY OUR FINANCIAL STAFF

MR KOKICHI HAGIWARA has been appointed president of National Steel, the Pittsburgh-based concern owned jointly by National Intergroup of the US and Nippon Kokan of Japan.

National Intergroup sold a half interest in National Steel to Nippon Kokan in 1984, and has been pursuing a diversification path aimed at taking it out of the metals field. Earlier this year, it agreed a \$350m bid for

FoxMeyer, the Denver-based pharmaceutical concern.

Mr Hagiwara, 62, has already taken up his new duties, although he does not arrive in Pittsburgh from Nippon Kokan's Tokyo office until Thursday. Nippon Kokan has also brought Mr Sachio Hatori, 61, into the post of vice chairman of National Steel, in place of Mr Haruki Kamiya, who moves to become chairman of

other Nippon Kokan subsidiaries.

Mr Seichi Muto, 56, also joins the National Steel board. Mr Yukio Tani has left the board to become managing director of Nippon Kokan's steel division, based in Tokyo.

Mr Sosuke Doi has resigned from the board of National Steel, but will remain executive vice-president.

Mr Howard M. Love, the chairman of National Intergroup, continues as chairman.

Salomon Brothers global role

SALOMON BROTHERS, the Wall Street investment house, has retained an expert in the marketing of Japanese equity securities for its Tokyo affiliate in a move to increase its global coverage of international equity markets, reports Reuter from New York.

Salomon has appointed Mr Toshio Sakamoto, formerly in charge of marketing Japanese equity securities to Tokyo-based institutions overseas for Yamaichi Securities Company — one of the Big Four Japanese securities houses — to the post of vice president at Salomon Brothers Asia.

Salomon sought unsuccessfully to become one of the first foreign firms to buy a seat on the Tokyo Stock Exchange late last year.

After losing its bid, Salomon announced its intention to continue its efforts to increase its presence in the equities markets in Tokyo and said it would press to obtain a seat on the exchange later.

In retaining a prominent Japanese equities salesman, Salomon is following the path of Japanese concerns seeking to break into the US securities markets.

The four largest Japanese houses have retained prominent US bond traders and analysts,

including former officials of the Federal Reserve and Treasury, as part of their efforts to become primary dealers in government bonds here.

Mr Simon Gerard Thomas has also joined Salomon Brothers Asia, as an international equity analyst responsible for pharmaceutical and foodstuff coverage, as part of Salomon's move to increase coverage of international equity markets.

Mr Thomas, 27, was an analyst in the International Research Department of Sanyo Securities in Tokyo, from 1981 to 1985, and more recently, was associated with Henderson Administration in London.

Mr Sakae Nakamura, chief representative of the Bahrain representative office, has moved to Daiwa Europe in London. He is succeeded by Mr Eiji Suzuki, deputy general manager, Daiwa Europe.

Mr Tadamori Urabe, chief representative, Sao Paulo representative office, has been assigned to the corporate finance department of Daiwa Securities America in New York. Mr Hidehiro Katsuzawa, international investment banking department, succeeds Mr Urabe in Sao Paulo.

Mr Masayasu Ohi, chief representative of the Brussels representative office, moves to Paris to succeed Mr Mogi. Mr Hiroyuki Yoshizumi, assistant general manager, international investment service department becomes chief representative of

New chief for Daiwa Europe

DAIWA SECURITIES Company, the Japanese securities house, has appointed Mr Minoru Mori, general manager of the international investment banking departments, as managing director of Daiwa Europe in London, in succession to Mr Kazuhiko Fujimoto, who returns to Tokyo to assume the position left by Mr Mori.

At the same time, Mr Masaomi Mogi, chief representative of the Paris representative office, has been transferred to the Research Department in Tokyo as general manager, succeeding Mr Akio Kohno, who returns to the Daiwa Securities Research Institute.

Mr Richard Cheney, 64, as chairman-elect, to succeed Mr Loet A. Velmans when Mr Velmans retires on January 1.

Mr Cheney, who joined Hill & Knowlton in 1960 and is currently vice-chairman of the worldwide operations and chairman of its US operations, is acknowledged to have been one of the pioneers of the use of public relations during mergers and acquisitions battles. He will be Hill & Knowlton's sixth chairman in its 60-year history.

Top change in ATT and Philips venture

AMERICAN TELEPHONE and Telegraph Company has announced the appointment of Mr Eugene J. Eckel president and chief executive officer of AT & T and Philips, its telecommunications-equipment joint venture with NV Philips, of the Netherlands, from August 1.

Mr Eckel, 62, is currently vice president of AT & T's network systems unit. He succeeds Mr Alexander C. Stark Jr., 53, who returns to the US to become a senior vice president of AT & T Communications and Information Systems.

Mr Stark will report to Mr Sara R. Wilcoxon, president of AT & T's business markets group, which under a recent reorganisation is charged with developing and selling long-distance services, computers and telecommunications gear to businesses with more than 60 phone lines.

American Motors Canada switch

AMERICAN MOTORS Canada, wholly owned by American Motors Corporation of Wisconsin, the fourth largest US car maker, has appointed Mr Ronald Hogue president, in succession to Mr William Carroll, who has been appointed North American general sales manager, reports Reuter from Brampton, Ontario.

Mr Hogue was formerly American Motors' director of North American dealer investment.

Emery Air Freight European sales post

EMERY AIR FREIGHT Corporation has announced the appointment of Mr Jan Schenkels as sales manager at its European headquarters in Zurich. Mr Schenkels joins Emery's European sector office from the corporation's headquarters in Wilton, Connecticut.

Emery has recently completed a review of its product range and launched new services on a worldwide basis. The moves are associated with Emery expanding its courier express market in Europe.

American Petrofina

AMERICAN PETROFINA, the offshoot of the Belgian-based oil and energy group has elected Mr Kenneth W. Perry president and chief executive officer, to succeed Mr Paul D. Meek.

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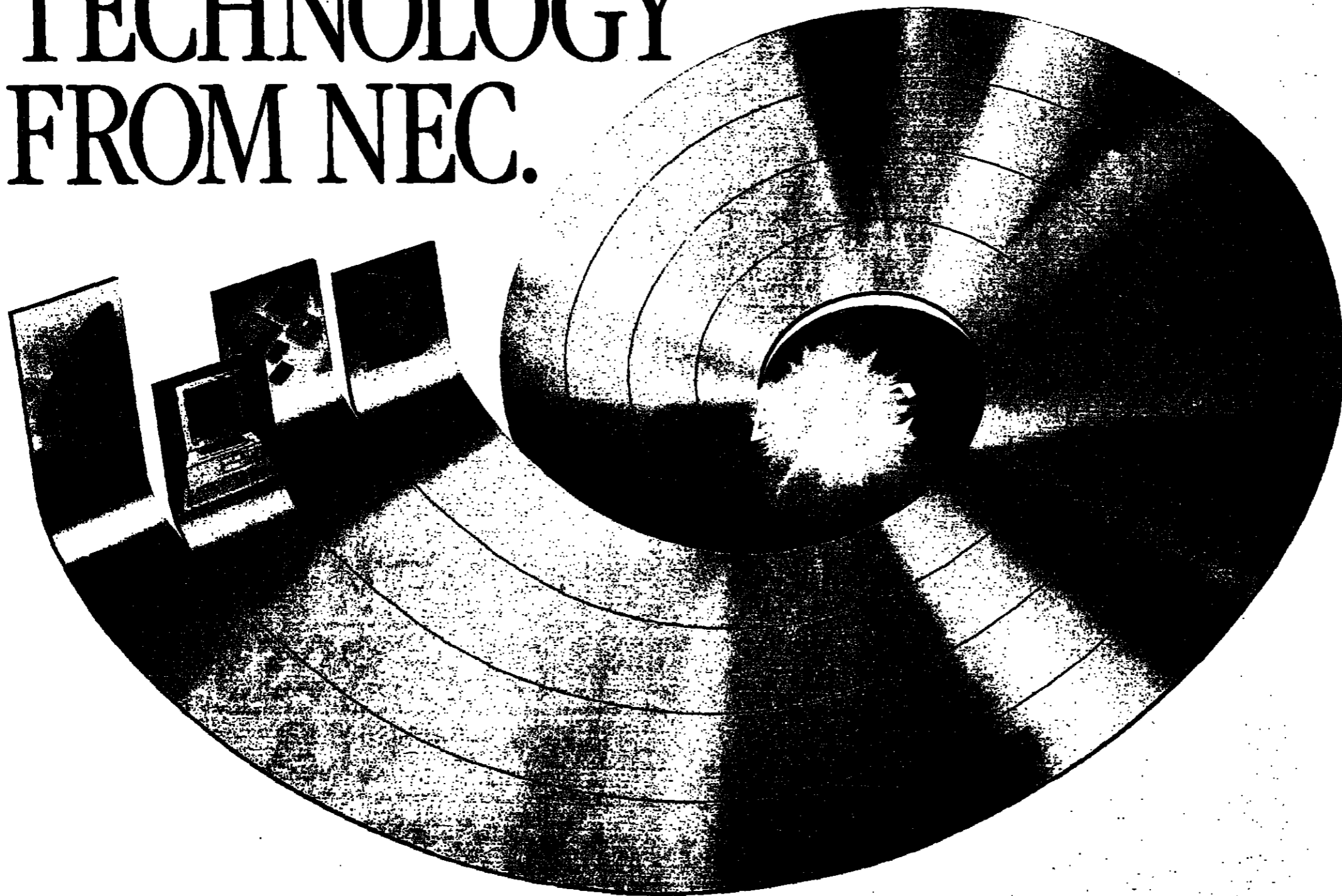
MONTE DEI PASCHI DI SIENA

| 1985 ACCOUNTS | Lit. BN | Variation over 1984 |
|---|---------|---------------------|
| Due to customers | 18,577 | + 17.44% |
| Mortgage bonds and debentures | 2,508 | + 9.71% |
| Net worth and allowances for possible credit losses | 2,887 | + 29.22% |
| Total sources of funds | 39,421 | + 13.58% |
| Loans and advances to customers | 11,101 | + 18.30% |
| Security holdings | 10,263 | - 11.63% |
| Net income for the year | 179 | +193.01% |



The MPS Banking Group is composed of Monte dei Paschi di Siena, Banca Toscana, Credito Commerciale, Credito Lombardo and Italian International Bank PLC. The total sources of funds at year end 1985 amounted to approximately Lit. 51,000 billion, the net worth was Lit. 4,535 billion.

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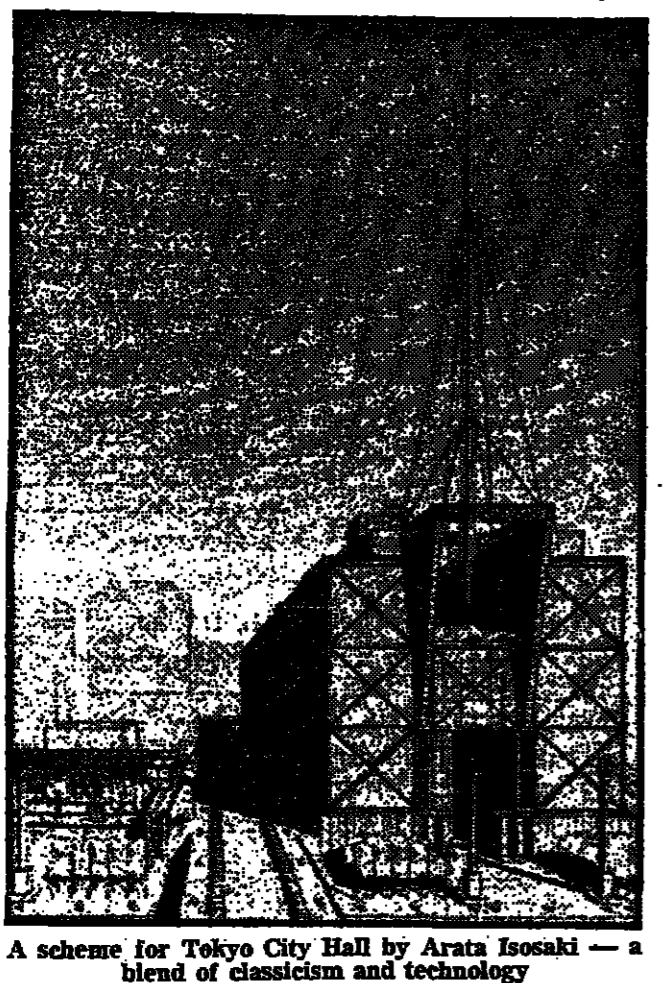
NEC

THE ARTS

Architecture/Colin Amery

Profession honours Isosaki

The award of the Royal Gold Medal for Architecture, since it was established by Queen Victoria in 1848, has always been given to the most remarkable architects from all over the world. However, many of the names on the list are now forgotten. Who thinks of August Stüler of Germany or Frank Darling of Canada any more? More recently, who can picture in his mind's eye one single building by the winner of the medal in 1963, the late Lord Holford?



A scheme for Tokyo City Hall by Arata Isozaki — a blend of classicism and technology

I'm Not Rappaport/Apollo

Michael Coveney

Two old men on a park bench in New York. Both in their eighties. Nat recalls that the last time he made love was July 10 1977. Midge looks interested. "Was your wife still alive?" he asks. "I certainly hope so."

Architecture/Colin Amery

Profession honours Isosaki

Looking back on some of their designs of that period, in the 1960s, it is possible to see some terrifying, inhuman visions. Both Tange and Isozaki were close to a group of Japanese architects who called themselves the "Metabolists". Their great theories wanted architecture to reflect what they called "dynamic reality."

Gershwin's opera, conducted by Simon Rattle, produced by Trevor Nunn, designed by John Gunter, and sponsored by Citicorp, opened at Glyndebourne on Saturday. This was the first British opera-house staging of the work; and at the close of a long evening, and of a performance, given without cuts, that had flowered into splendour well before the end, the audience (critics included) stood and cheered themselves hoarse, many with tears streaming down their faces.



The Crap Game—left to right: Gregg Baker, Bruce Hubbard and Willard White

Godano, Louise, The Firebird, Daphnis and Chloe, Tichelzo, Kounga, and Wozzeck. Gershwin overreached his compositional technique; that wonderful passage of the piece seems so strong—the sense of community and shared existence, the fine-threaded tapestry of individual characters, the great title roles, and the flood of memorable, humane, warming melody—that they emerge triumphant.

This is one of the most remarkable ensemble efforts in Glyndebourne's history. The chorus, though not yet always at one with the orchestra, is vibrant (the storm prayers reverberate with alarm conviction); there are many excellent small performances that one despairs of listing them adequately. (The cast, largely from the US, is without weakness. Bruce Hubbard (Jake) and Gregg Baker (Crown) both come to Glyndebourne via last year's New York Metropolitan production, and Willard White has sung Porgy both in concert performance and on the 1976 Decca recording; otherwise it is a collection of fresh faces and unstalented contributions, everywhere balanced by the same dignity, depth, and rightness of dramatic scale.)

So Maria's arms-akimbo comedy loses its burlesque bluntness in the ripe but un-

exaggerated playing and singing of Marietta Simpson. Carolyn Blackwell (Clara) sings "Summertime" exquisitely, has a face of heart-breaking sweetness, and lights up the stage with every appearance. Cynthia Clarey's Serena, a little light in top notes, is a figure of unmistakable authority, and proud, erect presence. On Saturday, although Cynthia Haymon's voice was not always evenly produced, alluring phrases being followed by rueful ones (an her words were often unclear), she had judged Bess's difficult character to move from vulgar exuberance to tender frailty without ever sacrificing credibility or sympathy.

Bussotti/Almeida Festival

Andrew Clements

With Italian music taking over the Almeida for the last week of the festival, on Thursday Giacinto Scelsi yielded to Sylvano Bussotti as the Italian "Master" (the Almeida's term) in residence. The Arditi Quartet were the performers, and the first, perhaps typically generous triple-decker programme dipped a modest toe into the exotic, over-heated world of Bussotti.

Verdi Requiem/Albert Hall

Max Loppert

Friday's lucid, expertly prepared Verdi Requiem was mounted to celebrate the Royal Philharmonic Society's forthcoming 175th season (and in aid of the RPS charity fund). Lorin Maazel, conductor, was the best of them—she is on the way to an authoritative and grandly felt account of the great "role," as the final dark murmurs made the orchestra wait the Philharmonia.

Rod Stewart/Wembley Stadium

Antony Thornecroft

Wembley Stadium is turning into the theatre of British pop. Last weekend, there were tears of relief? for the departure of Wham; this weekend there were more heart-felt tears of emotion as we welcomed back Rod Stewart. It is surprising that the cocky coxcomb, with his obsessions about Scottish football and leggy blondes, should arouse such enthusiasm, but in his first British appearance in acts he was quite superb.

Chinese dancers for John Dexter to direct New Theatre

The Central Ballet of China will make its British debut at London's Sadler's Wells Theatre in the autumn. The company's three-week season starts on October 2—the same month as the Queen's visit to China. The performances are being financed by a £52,000 sponsorship deal with Cable and Wireless.

Advertisement for J&P (Judge & Priestley) Solicitors. Text: "Don't write off your debts. Write to us instead. Since 1889 JUDGE & PRIESTLEY, Solicitors have collected millions of pounds worth of debts."

Arts Guide for July 4-10. Lists various music events including the Almeida Festival, Verdi Requiem, and performances at Wembley Stadium.

Advertisement for SWET's female president. Text: "Miss Verity Hudson has become the first female President of the Society of West End Theatres in its 78-year history."

FINANCIAL TIMES BRACKEN HOUSE, CANNON STREET, LONDON EC4A 4BY

Flight from quality

LAST WEEK'S decision by the New York Stock Exchange to permit the listing of shares with unequal or no voting rights was not good news for the investment fraternity. But it was probably inevitable, and also symptomatic of the way the winds blowing in securities markets across the world...

Nor is the process totally one-sided. The internationalisation of securities markets ought to provide investor with improved liquidity. The question is whether that liquidity will prove durable, especially in new areas such as the Euro-equity market, and whether standards will not drop to the point where confidence in the integrity of markets starts to erode.

Improved liquidity It would probably be going too far to argue that deregulation has spawned a new era of Gresham's Law in which bad paper drives out good. The shift in the balance of power away from investors towards the corporate borrower or issuer of capital is welcome in so far as it eases access to the markets is enhanced.

Water under the bridge

THE BRITISH Government's decision to postpone the privatisation of the water industry is welcome in a number of ways. Water was never the most obvious resource to privatise in the first place. Because it is a commodity by which everyone is affected, it arouses a sort of emotional attachment. The necessary legislation would have been complex and contentious and would have taken a great deal of parliamentary time in what might be the last full session before the next general election. The House of Lords would almost certainly have put its own in, causing yet more embarrassment for government.

Unlike the dropping of the Water Bill, some of the Government's about-turns in recent months have been regrettable. The Westland affair was a Basco, whichever way one looks at it, and it looks no better with hindsight. Two able ministers were lost merely because no one seemed to be in control of the government machine. The retreat on the disposal of parts of B.L. to US concerns looked like panic. It has left the Government with the problems of B.L. unresolved. The loss of the Shops Bill seemed like surrender.

Seminal case Sir Geoffrey Howe, the Foreign Secretary and a member of the strategy committee, was honest enough to admit in a speech last week that the Conservatives have only half-fulfilled the ambitions they had when they came to power in 1979. "Recovering lost ground," he said, "is never as easy as losing it. Britain had spent many years sliding down the league of international prosperity. Today our relative decline has been arrested. But we are still failing to grasp our chances of climbing back up the international performance league."

What all the examples have in common is an uncertainty of touch, a loss of direction. Even leaving aside the key question of unemployment, it does not always look like a Government that has a strategy for the 1990s, let alone the 1990s. A pause for thought and a relatively light Queen's Speech in the autumn might therefore be in the Conservatives' best interests. It could prepare the way for a general election next year, though it does not have to. That is an option better kept open for the time being. Slowing up the pace of legislation ought to be in everyone else's best interests, too. For there is a great deal for all the political parties to think about.

GENERAL JARUZELSKI'S POLAND When only change can save the status quo

By Christopher Bobinski in Warsaw



Two faces of Jaruzelski: smiling with Mr Gorbachev (left) and the stern military leader

SINCE THE last war Poland's Communist leaders have managed to hold on to power for an average of 12 years before strikes and demonstrations, internal party intrigues, or both, have pushed them out of office. Complacency has tended to set in at around the middle of their term, allowing them to rule on, oblivious to the approaching crisis.

It is a lesson which General Wojciech Jaruzelski, re-elected as Polish party leader at a congress last week, and who starts his sixth year in power this autumn, seems to have learned well. There was little that was complacent about his speeches to the five-day meeting in Warsaw's ornate Stalinist-style Palace of Culture, nor in the addresses of many of the delegates.

"Satisfaction over what has already been accomplished is accompanied by an awareness of shortcomings. We still face the difficulties of daily life. We still experience the heritage of traumas, disappointments and mistrust," the General told the congress in his keynote speech.

This was not what had been expected of the congress — the first since the Solidarity free trade union movement was banned and martial law imposed in December 1981. It had been billed as a "congress of victors," the celebration of a political party which, as the authorities see it, has "normalised" the country and, with Solidarity out of the way, resolved its problems.

There is no doubt that the party was in disarray during the winter of 1981 when General Jaruzelski brought the army on to the snow-covered streets and interned the Solidarity leadership. The subsequent years saw a cautious releasing of the free trade union activists as their calls for token strikes and demonstrations evoked less and less of a response. The combined efforts of the riot squads and plainclothes police, as well as a conscious if inflationary effort to compensate the great mass of workers for price rises by

together they still constitute the seeds of an alternative political culture, possibly of immense significance for the future. The underground distribution networks help to keep alive the links between like-minded people.

But Solidarity's influence on the shop floor is minimal and will remain so for as long as the mass of workers continues to shun protest as too risky. In the meantime, some activists have gone into legal workers' industrial co-management councils while others have got involved in Catholic Church-sponsored workers' pastoral committees.

The powerful Catholic Church, led by the Primate Cardinal Jozef Glemp, who this year celebrates five years in office, is still able to speak out but has no political clout. His calls in statements channelled via the underground for dialogue with the authorities, who refused to respond, have grown weaker and fewer. And the underground leadership too has suffered recurring blows, culminating in the arrest on May 31 of Mr Zbigniew Bajak, the Warsaw Solidarity chief, who had managed to evade capture for four and a half years.

For the moment Solidarity is little more than an impressive array of clandestine weekly publications and books. Taken

after martial law, many thought that the priests would be able to claw back lost freedoms. A minority of priests and some bishops took to expressing their hopes in public, scurrying the government's enmity and prompting demands that Cardinal Glemp silence his politicised clergymen.

That government requirement has continued and an uneasy calm has settled over Church-State relations. But the congress saw few attacks on the Church. Some changes have been made. But the entrenched bureaucracy, jealous of its

power, has used resulting shortages to argue for a return to a more centralised system. Most Polish economists believe that unless the country presses ahead with the changes laid down five years ago, the country's economic and political system will be under threat.

Poland's economy is in a parlous state. Hard currency exports are still too weak to carry the burden of servicing the country's almost \$32bn in external debt, while a series of rescheduling agreements with Western banks and govern-

ments remain the primary means of making up shortfalls. Inefficiency is rife and the powerful conservative industrial lobbies continue to demand funds for long term investment projects which promise little to the hard pressed consumer.

Rationing is widespread. The promise of market-orientated reforms decreed by government in 1981 and embarked upon in 1982, the first year of martial law, remains largely unfulfilled.

For despite the crushing of Solidarity, Poland's ruling Communist party still must deal with the two problems which

gave rise to that movement, and which at some future date threatens a renewal of unrest. These are the demand for better living conditions, fuelled by the not so distant West, and for limits to be placed on the multiplying political monopoly of the party itself.

On the economic side Poland's return as a member of the International Monetary Fund last month brings the promise of new credits over the next few years, but also the prospect of demands by the Fund for market-orientated economic policies. This, coming from the West, will be easier to sell to a distrustful populace.

Not to be underestimated also is the strength of support which the Soviet leader, Mikhail Gorbachev, extended to General Jaruzelski at last week's congress. He spoke more strongly than any previous Soviet leader in favour of change in the Socialist block and warned that failure to modify economic and political methods in time could lead to crises such as that which racked Poland in 1981.

As long as the Soviet leader maintains this line, the General will have greater freedom of manoeuvre on the political front for the institutional changes which he has introduced thus far, though seen as greatly inadequate by the mass of the population, had been regarded by East European conservatives with suspicion.

"They don't like novelties" one experienced party member remarked. And the indications thus far are that on the political front, the General is sticking to his gradual approach. The amnesty he is planning for political prisoners this month looks as if it could cover only the smaller fry among the three hundred or so detainees, leaving Solidarity's underground leaders in prison. But approaches in the past two months to independent Catholic lay leaders to join a new official advisory council have raised hopes of renewed dialogue. The Catholics are holding out for a total amnesty as a condition of participation. The Bishops, after

Lech Walesa can evoke sympathy but has no political clout

increasing wages, has maintained a social peace. Real wages have been rising at an annual rate of 4 per cent so far this year.

Mr Lech Walesa, the Solidarity leader and Nobel Peace Prize winner, living in Gdansk, is still able to speak out but has no political clout. His calls in statements channelled via the underground for dialogue with the authorities, who refused to respond, have grown weaker and fewer. And the underground leadership too has suffered recurring blows, culminating in the arrest on May 31 of Mr Zbigniew Bajak, the Warsaw Solidarity chief, who had managed to evade capture for four and a half years.

For the moment Solidarity is little more than an impressive array of clandestine weekly publications and books. Taken

The Catholic Church's cautious approach has led to much internal tension

with the Polish-born Pope John Paul II before his visit to Poland next year. Nevertheless the changes in economic policy previewed by General Jaruzelski at the congress raise the prospect of renewed tensions.

Poland's economy is in a parlous state. Hard currency exports are still too weak to carry the burden of servicing the country's almost \$32bn in external debt, while a series of rescheduling agreements with Western banks and govern-

Men and Matters

Exchange Rates—ACFX for short. ACFX sees itself as an educational forum rather than as a lobbying group. The list of names it has mustered includes Henry Reuss, former chairman of the House Banking Committee, two former chairmen of the Council of Economic Advisors, Herbert Stein and Murray Weidenbaum, former Treasury Secretary William Simon, as well as top bankers and economists.

The message is that stable exchange rates are good for you (or, as a "position paper" puts it, "genuine marketplaces created stability in the exchange markets is meritorious"), but that attempts to impose them have always failed. Instead, ACFX supports convergence of economic policies, leaving the market to sort out currency values. "Manipulation of exchange rates is an incorrect prescription, equivalent to treating the symptoms of a diseased patient while ignoring the underlying illness," it says.

City bound

"I think any financial academic would find the chance of a place in the markets over the next two or three years irresistible. There are going to be major changes and it is going to be very exciting."

On board

Midland Bank is fast becoming the most international of the UK clearers. After recently appointing a Japanese as one of its senior corporate executives, it has now voted two foreigners on to its 20-strong board. They are Ernst Brutsche and Herve de Germany who, together, are believed to represent the largest foreign contingent ever to appear at the top of a British clearer.

Brutsche, a 48-year-old German, is in charge of group treasury, which includes the Big Bang operations Midland is putting together through Samuel Montagu, its merchant bank, and Greenwell, its stockbroker arm. "My appointment is a recognition of the growing importance of investment banking," said Brutsche who came to Midland through Trinkaus and Burkhart, the German bank Midland bought in 1980.

Brutsche has made his home in London, though he travels to Germany several times a month to visit Trinkaus in Düsseldorf, and to call on his family in Munich (where he was this week-end). Wiry and precise, Brutsche has spent the

Ecu today

A periodical devoted to the Ecu (European Currency Unit), that most intangible of currencies, might seem to set new standards in specialist publishing. But "Ecu Today" will be hitting the streets from next autumn at the rate of ten issues a year.

"We are hoping for a circulation of about 5,000 initially," said Michel Coste, the editor, who works in Lyon, where he is already producing the French language version "Aujourd'hui l'ecu." The cost of a subscription will, naturally, be quoted in ecus (74 of them, or \$47.50).

The publishers are CEPREEM, an association founded in 1982 to promote the unit, which is a basket of nine European currencies seen by its backers as the key to monetary integration. Subscribers to the periodical's French version include such varied organisations as Barclays Bank, General Motors, Fujii Bank, the IMF and McDonalds.

"The ecu is already the fifth largest currency for international markets, which means it is more important than most European currencies," says Coste. "It is even used by the Soviet Union in its trade with the West."

In a recent issue, "Aujourd'hui l'ecu" gave the result of a European opinion poll which showed the British not only most opposed to the ecu but also most ignorant about it (only 35 per cent had heard of it compared to 77 per cent in Luxembourg); so maybe Coste needs to get his message across.

BASE LENDING RATES

Table with columns for bank names and interest rates. Includes ABN Bank, Allied Dunbar & Co, Allied Irish Bank, American Express Bank, Amro Bank, Henry Ansbacher, Associates Cap Corp, Banco de Bilbao, Bank Hapoalim, Bank Leumi (UK), Bank Credit & Comm, Bank of Cyprus, Bank of Ireland, Bank of London, Bank of Soledad, Banque Belgae Ltd, Barclays Bank, Benchmark Trust Ltd, Beneficial Trust Ltd, Brit. Bk. of Mid. East, Brown Shipley, C.I. Bank Nederland, Casado Permanent, Ceyzer Ltd, Cedar Holdings, Charterhouse Bank, Citibank NA, Citibank Savings, City Merchants Bank, Clydesdale Bank, Comau Bk. N. East, Consolidated Credits, Continental Trust Ltd, Co-operative Bank, The Cyprus Popular Bk., Duncan Lawrie, E. T. Trust, Equatorial Int. Corp. plc., Eezer Trust Ltd, Financial & Gen. Sec., First Nat. Fin. Corp., First Nat. Sec. Ltd, Robert Fleming & Co., Robert Fraser & Pats., Crindlays Bank, Guinness Mahon, Hambros Bank, Heritable & Gen. Trust, Hill Samuel, C. Hoare & Co., Hongkong & Shanghai, Knowles & Co. Ltd, Lloyds Bank, Mass Westpac Ltd, Meghraj & Sons Ltd, Midland Bank, Morgan Grenfell, Mount Credit Corp. Ltd, National Bk. of Kuwait, National Girobank, National Westminster, Northern Bank Ltd, Norwich Gen. Trust, PK Finance Intl (UK), Provincial Trust Ltd, R. Raphael & Sons, Roxburgh Guarantees, Royal Bank of Scotland, Royal Trust Co. Canada, Standard Chartered, Trustee Savings Bank, United Bank of Kuwait, United Mizrahi Bank, Westpac Banking Corp., Whiteway Laidlaw, Yorkshire Bank.

Members of the Accepting Houses Committee. * 7-day deposits 5.65% 1-month 6.05%. Top Tier—£25,000+ at 3 months' notice 6.75%. At call when £10,000+ remains deposited. † Call deposits £1,000 and over 6.4%. ‡ Mortgage base rate. § Demand deposit 5.25%. Mortgage 11%.

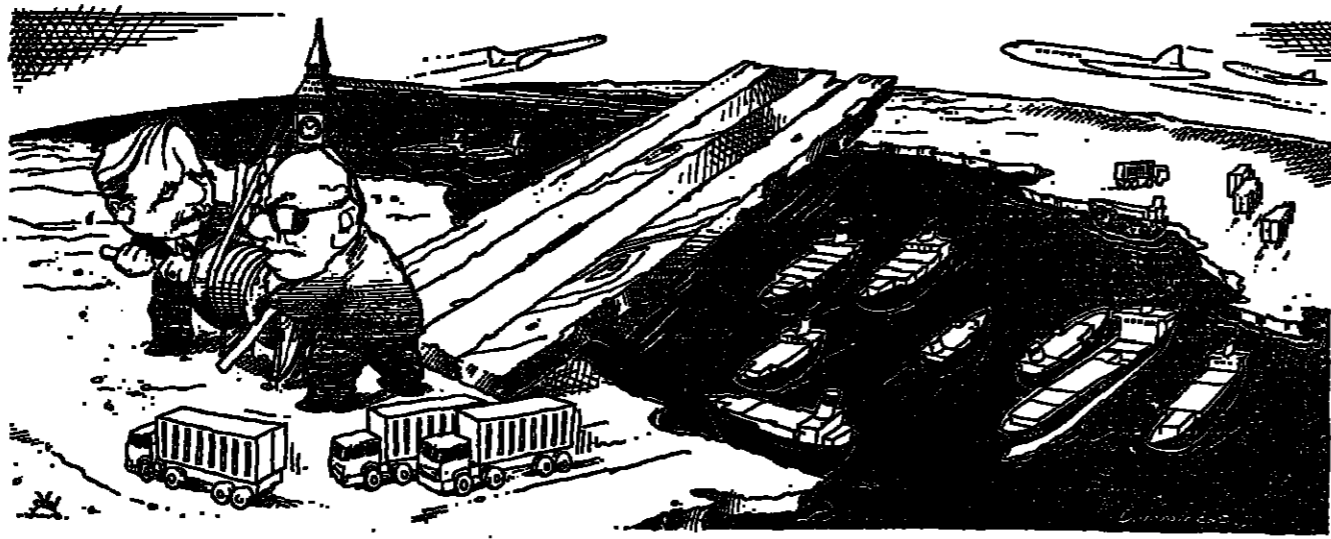
Observer

FOREIGN AFFAIRS: THE EEC

Last haul on the drawbridge

By Ian Davidson

THE British Government has been doing its best to highlight the dignity and the prestige attaching to the Presidency of the European Community...



These public relations efforts have had, so far as I can judge, rather little impact. The man in the street does not swing along with a jauntier pride...

of self-importance? Partly, I suppose, because politicians cannot resist the limelight, however tenuous it may turn out to be...

parliamentary sovereignty, or from exaggerating in quite intemperate terms the additional loss of sovereignty implied by the new treaty modifications...

... shall endeavour jointly to formulate and implement a European foreign policy...

Lombard Industry's run of good luck

By Samuel Brittan

THE MAIN REASON why pay per head in the UK has continued to rise so quickly in spite of government exhortation is not far to seek. It is that profits have been rising about twice as fast as pay over the past five years...

Table titled 'THE MAKE-UP OF MANUFACTURING PRICES' showing contributions to change in output prices for Labour productivity, Total unit labour costs, Raw material costs, and Margins and other costs from 1980 to 1985.

costs had been rising at the average rate of the previous three years, they would have contributed another 2.6 percentage points increase to output prices...

British Gas privatisation

From Mr S. Hill. Sir,—In 1984-85 British Gas Corporation made a surplus after meeting all outgoings...

Letters to the Editor

proposal is flatly contrary to article 24 (3) of the double tax treaty between the UK and the US...

The ghost of Mr Wilson. Sir,—In Sir Geoffrey and the ghost of Mr Wilson (July 1) I am informed that the Lancaster House agreement was 'able to bring the (Rhodesian) civil war to an end...

US tax reform

From Mr M. Cassidy. Sir,—In the general enthusiasm with which the senate finance committee's proposal for tax cuts in the US has been received...

Sanctions in the past

From Mr J. Fielding. Sir,—Ian Davidson (July 1) accuses Margaret Thatcher of making on South Africa the same mistakes as Harold Wilson made on Rhodesia...

The reasons for this are straightforward. Two things will certainly prevent continued economic growth...

Quirks of the law

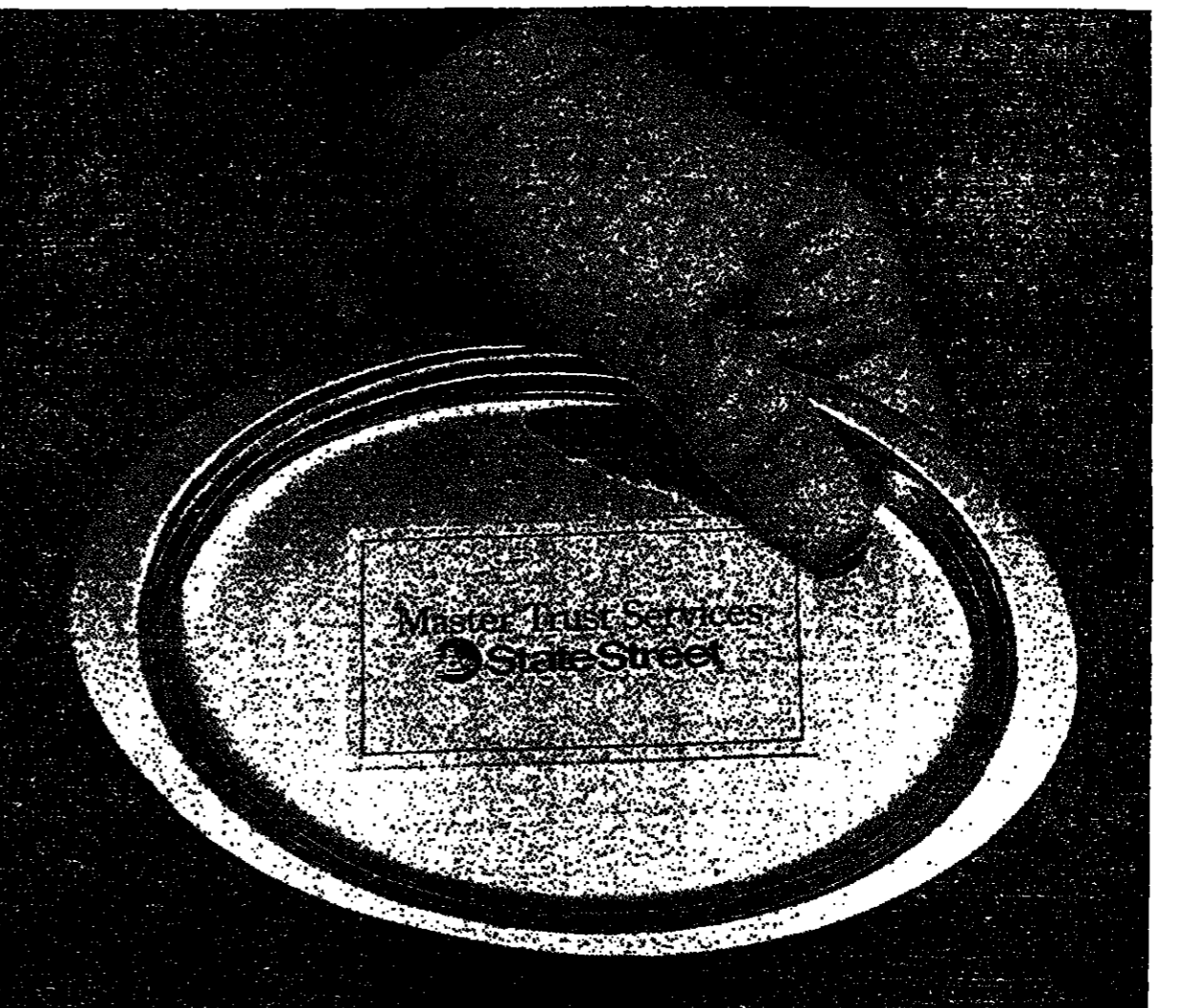
From Mr R. Instone. Sir,—Your issue of June 26 gave us news which lawyer readers will find surprising...

Exchange control

From Mr R. Guscott. Sir,—A General Election is constitutionally certain within the next two years...

Tax cuts nobody wants

From the Director General, British Institute of Management. Sir,—Regarding your article 'Tax cuts nobody wants' (July 1) dealing with the Government's failure to comprehend the public's lack of enthusiasm for tax cuts...



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FINANCIAL TIMES

Monday July 7 1986



Hilary Barnes assesses the record of a fragile four-way coalition

Danish balancing act begins to falter

ON SEPTEMBER 10, Mr Poul Schlüter's four-party minority government is due to celebrate four years in office... The Danish non-socialist government since the 1920s...

DKr 5.6bn in January-April last year. The government hopes the external deficit is about to begin to improve... Last December it took DKr 8bn out of circulation...

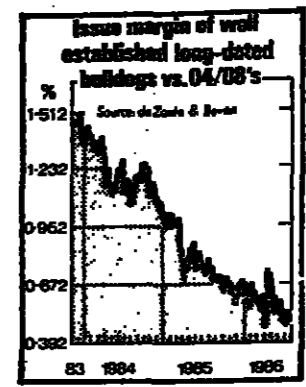
defence and foreign policy issues. So far the Government has suffered 10 defeats in the Folketing on such issues as Nato deployment of intermediate range missiles...

tion - with the anti-EEC and anti-Nato Socialist People's Party. Mr Schlüter resents the charge that it is no part of a non-socialist government's task to raise the tax burden...

THE LEX COLUMN

Bulldogs off the leash

The small detonation should be heard in the fixed interest markets this morning as the trade in bulldogs - sterling bonds issued in London by foreign borrowers - moves to dual capacity...



benefits of cost reductions from new technology and Wapping, though the unquoted Daily Telegraph's latest results show just how expensive in fixed capital the old can be...

Channel Islands swamped by cars

FORD, the UK subsidiary of the US motor group, and Austin Rover, the volume cars subsidiary of Britain's state-owned BL, have become involved in a row in the Channel Islands...

Based on 1985 trends, by the end of this year one new car will have been registered on Jersey for every seven of the island's inhabitants...

Mr Julius Olsen, president of the Jersey Motor Trades Association, after a meeting with Mr Fillet last week, acknowledged that Ford, Austin and the large hire companies were acting legally in registering the cars...

Church of England has £300m indirect investment in S. Africa

THE CHURCH of England, whose General Synod - its governing body - debates South Africa this morning, has nearly £300m (£422m) of indirect investment in South Africa...

A small number of other companies do not even comply with the reporting requirement under the EEC code of conduct... their minimum pay levels are not known...

THE ROYAL Ulster Constabulary (RUC) and Protestant loyalist marchers fought a number of angry skirmishes yesterday as a huge police and British army presence was called out in Portadown...

Skirmishes as Ulster marching begins

THE ROYAL Ulster Constabulary (RUC) and Protestant loyalist marchers fought a number of angry skirmishes yesterday as a huge police and British army presence was called out in Portadown...

Financial Services

The parliamentary draftsmen probably did no worse a job on the Financial Services Bill than the average piece of legislation emerging from their office...

Howe mission to S. Africa in jeopardy

Mandela, the imprisoned African National Congress leader, and the lifting of the ban on the ANC and other political opposition groups...

Holtzbrinck bids \$52m for Scientific American

VERLAGSGRUPPE Georg von Holtzbrinck, West Germany's second biggest publishing group, has offered to buy Scientific American, the US publisher of one of the world's most famous science magazines...

which include scientific textbook publishing and a monthly medical guide for physicians, are said to be considerably more profitable than the magazine...

World Weather

Table with columns for location, temperature, and weather conditions for various global cities.

UK to consider radical plan for inner cities

Control over areas designated as UDCs which are then run by a government-appointed board with government funds...

One idea being explored in Birmingham is to use the Business Expansion Scheme - the scheme which gives tax concessions for investment in new ventures - for urban renewal projects...

BIG BANG

Are you ready for it? As from October 27th, competition in the financial markets will be even more intense. Look around. Are your offices well designed for maximum productivity...

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When the marchers reached 'The Tunnel', a bridge leading to the Catholic Obits Street, police blocked the road to prevent the two men proceeding. Fighting then erupted...

FINANCIAL TIMES SURVEY

West German BANKING, FINANCE AND INVESTMENT

Profits are booming: but have German banks got what it takes to compete in the world game? Native caution could prove a disadvantage - yet it could also help them avoid costly errors.

Well set to win new business

By Jonathan Carr in Frankfurt

ON THE FACE of it, the West German banks are doing rather too well for their own good. Their booming profits have recently reawakened the old domestic debate about whether the banks are too rich and powerful.

In truth, however, the argument is rather beside the point. The really acute question is whether the banks, despite their present strong showing, have what it takes to be successful players against ever tougher competition in fast-changing world markets.

The debate about the power of the banks tends to be influenced by the business cycle, intensifying when the economy improves and receding when it gets worse.

In the last recession little was heard about the banks' power. Much more was heard about their awkward responsibility for halting out floundering companies and debt-ridden countries.

Now the boot is on the other foot. For the past few years the banks have enjoyed an almost ideal constellation at home. Steady economic growth and falling interest rates have helped to heal the corporate sector as well as offering the banks the chance to cut funding costs faster than lending rates.

The once-ridiculed German stock market has grown in diversity and size. Last year, it even exceeded London's in turnover terms, although it remains well behind New York and Tokyo.

Moreover, and not unconnected with the other two developments mentioned, West

Germany has had a centre-right Government, dedicated to cutting state borrowing and encouraging business. Naturally, bankers and industrialists grumble that the government has not fulfilled all their hopes, but they know in their hearts that they can hardly expect a better one.

Frankly, bankers who failed to prosper under these conditions should probably consider leaving the profession. In fact, most have done well. Earnings have soared, enabling banks greatly to strengthen their capital and reserves.

By general consent, the German banks are among the best padded in the world against new shocks from the debt crisis, but because of their "hidden" reserves it is hard to find out just how well padded they really are.

Even the tougher capital-to-lending ratios of the newly-revised West German credit law are giving few banks trouble. A year or two ago the proposed rules were a source of worry and some banks fought hard to ensure there would be a lengthy transitional period before the new ratios had to be applied in full.

Nowadays this is no more an urgent discussion topic than the debt problem which simmers menacingly in the background but rarely flares up. The German banks, rather late in the day, gave their support in principle to the US Baker Plan—and that, for the present, is that.

Besides all this the Bundesbank (central bank) has done quite a lot in the last two years to make the German capital market more attractive. It

successfully lobbied the Government into dropping the coupon tax which foreigners had to pay on the interest they received from German domestic bond investment.

It also gave the green light to financial novelties like floating rate notes, zero coupon bonds and currency swaps which it had previously opposed. Most recently, it slightly relaxed its minimum reserve rules and allowed the introduction of D-Mark denominated Certificates of Deposit, although these have so far been cold-shouldered by the German banks.

The Bundesbank's motives are clear enough. It wants to boost the competitiveness of "Finanzplatz Deutschland" vis-à-vis foreign centres, thus encouraging net capital inflows and a buoyant D-Mark. This "further liberalisation" policy (as the Bundesbank likes to call it) emphasises that the German capital market was pretty liberal even before. It is something of a double-edged sword for the German banks.

It gives them domestic access to new instruments they did not have before but it also brings them tougher competition from foreign banks on their home territory.

The foreigners have been moving in strongly, attracted by the new opportunities, and have penetrated several of the bastions long held by the German banks alone. Most recently, foreign banks have been permitted to take part in the Federal bond consortium (which places government, post and railway bonds) with a 20 per cent quota which German banks claim is excessive. Just over a year ago the

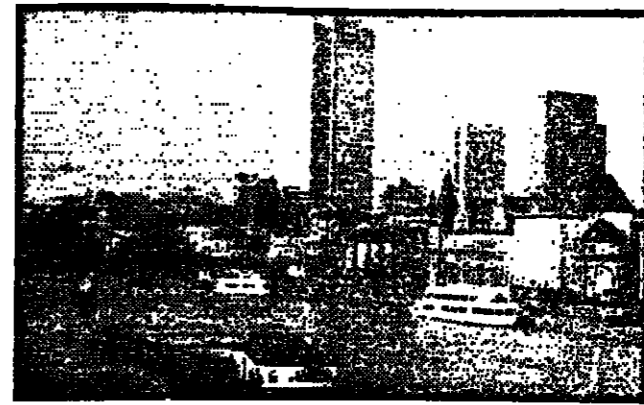
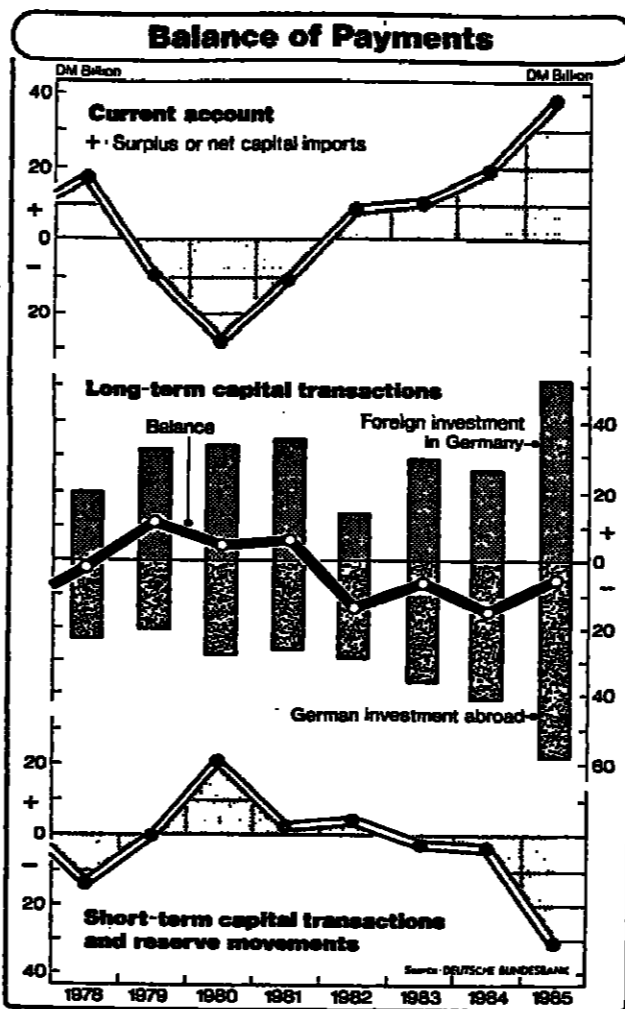
foreign banks were also allowed to lead-manage D-Mark Eurobond issues, lucrative business they previously denied them. Only the Japanese were excluded then on the grounds that Tokyo did not offer German banks a reciprocal benefit. But even the Japanese are likely to be allowed to lead-manage in a few months' time.

The bond-issuing business catches a lot of the headlines these days but there is another field where the German banks may feel the pinch of foreign competition more strongly in due course. That is in the battle for business with the "Mittelstand"—medium-sized, often family-run businesses which have plenty of ideas but often need financial advice as well as funds.

Here the three biggest Swiss banks, all of which are now established in Germany, may give the domestic banks a lot to think about. That applies above all in southern Germany, where the Mittelstand especially flourishes—just across the Swiss frontier.

It might seem absurd to suggest that the well-entrenched German banks have much to fear, with their branches all over the country from Flensburg in the far North to Garzisch-Partenkirchen in the south. But all those branches show up one of the problems West Germany is already over-banked, with one full service branch for fewer than every 1,500 inhabitants (and the population is declining).

It is true that the German Antitrust Act looks anachronistically overprotective of the banking sector as a whole, compared with other industries. But



Banking towers across the River Main . . . the financial district of Frankfurt

Top 10 West German banks

| | World Group balance sheet totals in DMbn | |
|--|--|-----------|
| | 1985 | 1984 |
| 1 Deutsche Bank AG, Frankfurt | 242,700.0 | 232,390.0 |
| 2 Dresdner Bank, Frankfurt/M. | 188,664.0 | 174,723.0 |
| 3 Westdeutsche Landesbank Girozentrale Düsseldorf | 142,109.0 | 141,494.0 |
| 4 Commerzbank, Frankfurt/M. | 137,224.0 | 122,687.0 |
| 5 Bayerische Vereinsbank, Mü. | 132,399.0 | 124,160.0 |
| 6 Bayerische Hypotheken- und Wechselbank, München | 112,640.0 | 105,137.0 |
| 7 Bayerische Landesbank, Girozentrale, München | 108,271.0 | 104,825.0 |
| 8 DG Bank, Deutsche Genossenschaftsbank, Frankfurt | 103,745.0 | 83,240.0 |
| 9 Norddeutsche Landesbank Girozentrale Hannover + Braunschweig | 92,615.1 | 88,178.9 |
| 10 Kreditanstalt f. Wiederaufbau | 85,769.0 | 78,538.0 |

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| Profiles: The Ponto Foundation Schröder, Münchmeyer, Hengst | 8 |

Eurobond business from Frankfurt to London, an act which, perhaps more than anything else, shocked the Bundesbank into its new liberalisation programme at home. But compared with the size of the West German economy and trading interests, as well as the pace of financial development worldwide, the banks' activities have been relatively modest.

There are probably two reasons for this. One is that the banks were in any event slow to venture abroad again after the 1939-45 war. After all, the big German banks were split up by the Allies and it took time to regain a unified structure. When the banks finally went abroad again they did so cautiously and often in co-operation with wider European banking groups.

That is changing. Witness Deutsche Bank's moves to take over step-by-step the European Asian Bank which it previously

underwrite securities and make mergers and acquisitions—all "under one roof" as it were. Now "big bangs" and lesser upheavals across the world are breaking up the old structures and the "universal" system looks more like a model than a source of outrageous privilege. In a sense, the Germans were already ready for take-off when others were redesigning their rockets.

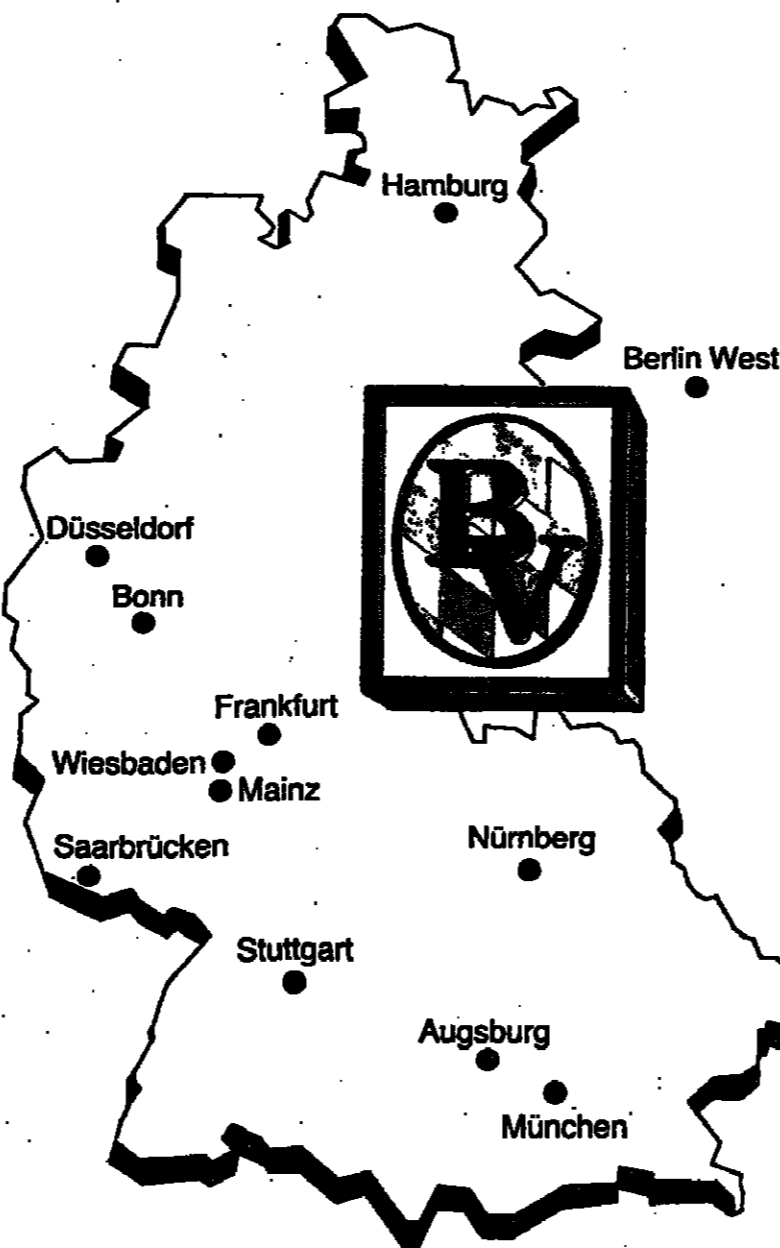
In practice the German banks have neither been quick to expand geographically nor nimble in making use of new financial instruments. Naturally there are exceptions. German banks long ago set up shop in force in Luxembourg driven there by the Bundesbank's minimum reserve rules. Several have already braved the wearying negotiations needed to open (partly-owned) securities operations in Tokyo and others will follow.

Deutsche Bank, most strikingly, moved all its non D-Mark

CONTINUED ON PAGE 2

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WEST GERMAN Banking, Finance & Investment 2

Liberalisation

Responding to deregulation

THE BUNDESBANK (central bank) has been called many things in its time but not so far "the foremost best friend." Perhaps it is about to earn that title.

Last year opened the way for foreign banks in West Germany to lead-manage D-Mark Euro-bond issues. From this month the banks are also able to take part for the first time in the consortium which places bonds of the Federal Government, Post Office and state railways (Bundesbahn).

Many German banks already in the consortium complained that the Bundesbank was going too far in offering foreign banks a quota in the syndicate of as much as 20 per cent. It listened patiently to this objection, but still went ahead with its plan.

The Bundesbank's actions are dictated by more than altruism. In both cases mentioned the relaxation applies only to foreign banks which are incorporated in West Germany with a full banking licence.

In other words the central bank is doing what it can to ensure that D-Mark issuing business stays firmly anchored in the Federal Republic and is carried out by institutes on which it is able to keep a sharp eye.

But the Bundesbank is also reacting to the growing internationalisation and deregulation of financial markets, which have important implications for West Germany and its currency.

Since the 1970s a lot has changed for the Bundesbank.

In those days the bank feared that the D-Mark would be drawn into playing an ever greater part as a reserve currency. Heavy capital inflows, it was thought, would make control of money supply (and hence of inflation) more difficult, while the currency's increasing strength would weaken the price competitiveness of West German exports.

The years 1979-81 changed all that. The country went into current account deficit and the Bundesbank felt forced to take drastic steps to staunch big outflows of funds and stop D-Mark imports. In 1982 the current account was back in the black again and the country's overall economic position began steadily to improve — but that did not simply signal a return to the old days.

Policy-makers faced two closely-related questions. How could the role of the D-Mark be bolstered, an acquiring company's banks have bought sizeable stakes in the target company, creating an apparent alliance holding well over half the shares, sometimes more than three quarters.

"There is nothing illegal about this," says the stocky, gravelly-voiced Mr Kartte, "but it lacks *Fingerspitzengefühl* — one of his favourite words, best rendered as "sensitivity".

For example, when MBB, the aerospace company wanted to buy Krauss-Maffel, the arms and engineering company, Mr Kartte's staff found that MBB interests held 24.95 per cent of Krauss-Maffel stock; two Bavarian banks held 25.5 per cent and 10 per cent respectively, the Dresdner Bank 11 per cent; and the Deutsche

Bank 10 per cent. By the time other interested parties had also been considered for the number of shares in public hands was only 3 to 4 per cent.

But the office has to back its suspicions of collusion with case evidence and this has been difficult to come by. The office has no investigative powers, and it suspects that many of the documents forming these alliances are safely tucked away in Switzerland.

Bankers, naturally, deny his charges.

One senior banker who came in to see Mr Kartte said that there was no formal agreement in his case. "But he told me, 'So long as that company is good, it gets my vote,'" said Mr Kartte.

After nearly 10 years in the job Mr Kartte is accustomed, of course, to the whims of the German banking and industrial world, and he jokingly refers to himself as "the underdog." But he believes the banking case evidence and the narrow question of strict adherence to German cartel law.

"Banking is all about safety; industry is all about competition. There must be a combination of the two — they come together," he says. While supporting the concept of "universal banking," which allows banks to invest in industrial companies, Mr Kartte questions

some coupon tax, invested DM 31.5bn in German bonds after only DM 13.8bn a year earlier.

Foreign purchasers thus moved to join the banks as the main group of buyers on the German bond market.

The overall result was that the country's long-term capital deficit nearly halved last year to DM 6.5bn from DM 15.7bn in 1984. That modest 1985 shortfall exerted no real downward pressure on the D-Mark exchange rate in view of the buoyant current account surplus, which almost doubled to close to DM 40bn.

Indeed, the D-Mark has constantly strengthened, rising from early in 1985 to mid-June this year by more than 40 per cent against the US dollar and by around 10 per cent against the currencies of 14 important trading partners. The D-Mark is now relatively weak within the European Monetary System for reasons which have to do with the realignment in April, but that weakness will probably be only temporary.

Even so, it would be too easy to say "liberalisation stabilised." True, after its weak phase at the start of this decade the D-Mark has been able to make good its role as the world's second main investment currency — though still a long way behind the dollar.

That raises the question of what else could, and should, be done to help make West German financial markets still more attractive. One main key lies squarely in the hands of the Federal Finance Minister, Mr Gerhard Stoltenberg, who should surely abolish the *Börsenspekulationssteuer* — the stock market stamp duty applied to securities transactions in Germany.

Because of this levy the secondary market in, for example, Floating Rate Notes has gone to London, where no such tax is applied on foreign issues. Much the same would apply to a secondary market for the (so far almost still-born) CDs.

Mr Stoltenberg has already indicated privately that he intends to drop the tax in the next legislative period (from next year, assuming that the present Centre-Right Government is returned to office). But the Government has recently been collecting more revenue from this levy, thanks to the booming securities markets.

Supporters of an active secondary market in Germany are fervently hoping that this extra revenue will not prompt

Mr Stoltenberg to change his mind on abolition after all.

The Government is also seeking to improve the stock market structure and bolster West Germany's venture into capital activities, but progress here is slow. (See separate article).

Last year the D-Mark had a share of around 7 per cent of the total volume of international bond issues and about 14.5 per cent of global foreign exchange reserves. But at the same time the Federal Republic has a fast-growing role as a turntable for international funds, which has drawbacks as well as benefits.

For example, the turnover volume of long-term capital transactions across the West German frontier has been growing at an annual average of more than 20 per cent, and of portfolio investments alone at an annual average of over 40 per cent. Foreigners are key players in the German bond market and much the same is true on the share market albeit at a lower volume.

This greatly increased volume, and potential volatility, of international funds naturally cause problems for the watchdogs of German monetary policy, who have long been remarkably successful in keeping to their money supply targets. (See accompanying article).

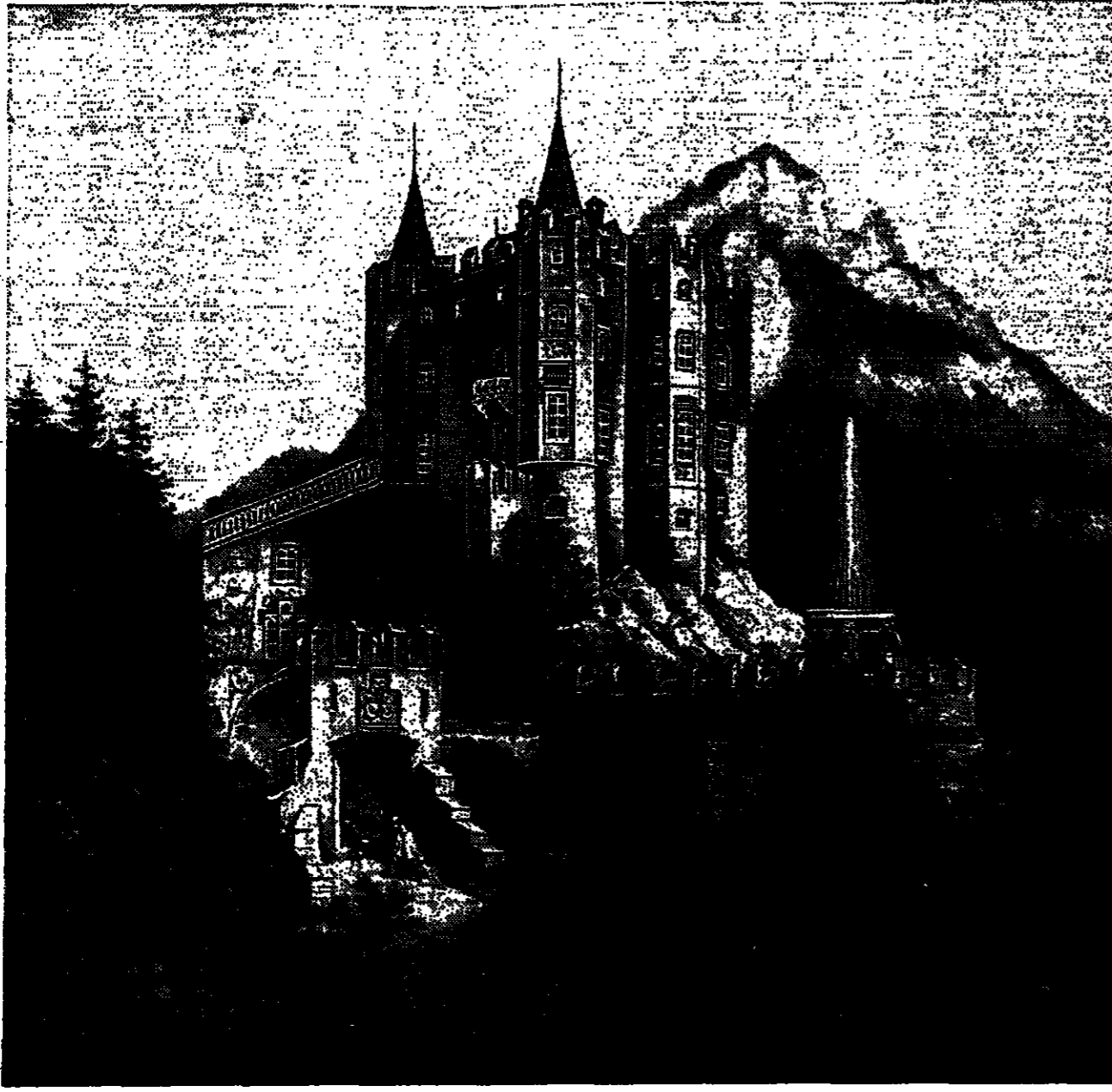
It also raises the question of how sharply the D-Mark might drop in stormier times — for example if Germany's economic "fundamentals" began to look less satisfactory or if there were political changes tending to make foreigners more cautious about putting so much of their funds into D-Mark assets.

The most dramatic development would be to create "off-shore banking facilities." This would also be the most logical step, according to Mr Walter Selig, head of Commerzbank. He points out that part of the banking business which previously flowed away to foreign Eurocentre centres would be repatriated to Germany and that steps could readily be taken to ensure that such offshore facilities did not pose new problems for money supply control.

It would be unwise to rule out that step for good, but the Bundesbank has come a long way in the past two years and it now seems to have nearly reached its limits. Foreign banks, at least, might give it a cheer.

Jonathan Carr

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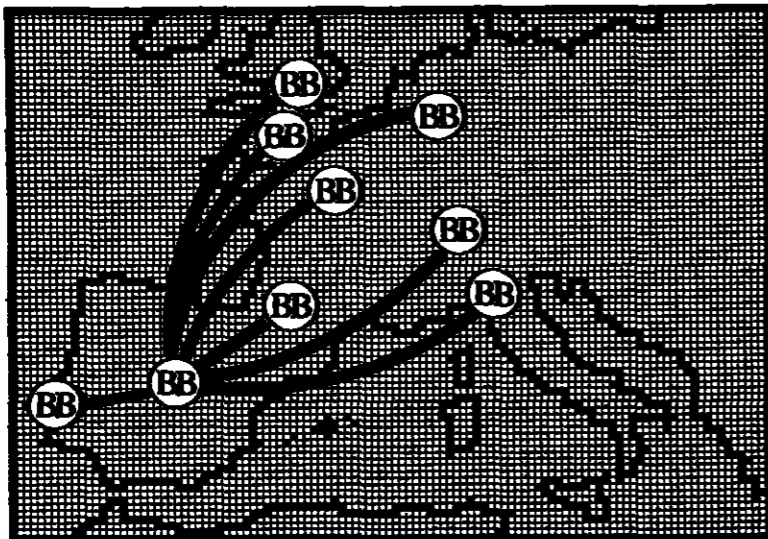
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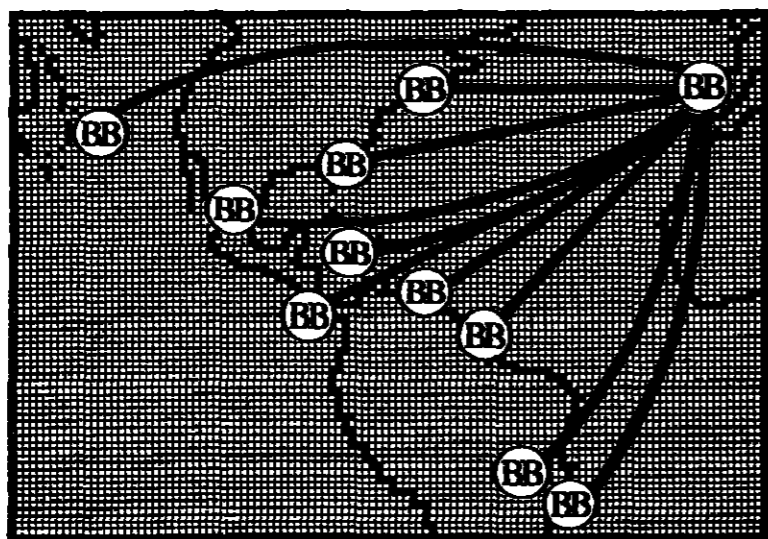
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PROFILE: WOLFGANG KARTTE.

Ten years as 'the underdog'

"I'M NO Savonarola who wants to revolutionise," proclaims Mr Wolfgang Kartte, the president of the Federal Cartel Office. Yet from his office in Berlin, Mr Kartte has been stirring up the banking world by criticising banks' involvement in some recent merger attempts.

He has accused banks, both German and foreign, of colluding with their clients to get round the rules which stipulate that no company may buy more than 25 per cent of another without Cartel Office approval. In many cases, which his office has documented, an acquiring company's banks have bought sizeable stakes in the target company, creating an apparent alliance holding well over half the shares, sometimes more than three quarters.

"There is nothing illegal about this," says the stocky, gravelly-voiced Mr Kartte, "but it lacks *Fingerspitzengefühl* — one of his favourite words, best rendered as "sensitivity".

For example, when MBB, the aerospace company wanted to buy Krauss-Maffel, the arms and engineering company, Mr Kartte's staff found that MBB interests held 24.95 per cent of Krauss-Maffel stock; two Bavarian banks held 25.5 per cent and 10 per cent respectively, the Dresdner Bank 11 per cent; and the Deutsche

Bank 10 per cent. By the time other interested parties had also been considered for the number of shares in public hands was only 3 to 4 per cent.

But the office has to back its suspicions of collusion with case evidence and this has been difficult to come by. The office has no investigative powers, and it suspects that many of the documents forming these alliances are safely tucked away in Switzerland.

Bankers, naturally, deny his charges.

One senior banker who came in to see Mr Kartte said that there was no formal agreement in his case. "But he told me, 'So long as that company is good, it gets my vote,'" said Mr Kartte.

After nearly 10 years in the job Mr Kartte is accustomed, of course, to the whims of the German banking and industrial world, and he jokingly refers to himself as "the underdog." But he believes the banking case evidence and the narrow question of strict adherence to German cartel law.

"Banking is all about safety; industry is all about competition. There must be a combination of the two — they come together," he says. While supporting the concept of "universal banking," which allows banks to invest in industrial companies, Mr Kartte questions



Wolfgang Kartte... "Nothing illegal, just a lack of *Fingerspitzengefühl*"

whether banks should be permitted to take strategic stakes in other companies. "These are really questions of banking law," he says.

Issues of banking power were widely debated in Germany in the 1970s, when a special commission recommended curbs on banks' activities. But these were never followed through by the then socialist government.

Mr Kartte seems doubtful that measures will be taken to curb the practices he condemns —

the present political climate at least. He is also enthusiastic about an SPD proposal to reduce the 25 per cent ceiling to 10 per cent. "That will only create a 9.9 per cent problem," he says.

But he is a determined man — one suspects he would be a tough competitor if he ever went into business himself — and the banks have certainly not heard the last of him.

David Lascelles

Well set to win new business

CONTINUED FROM PAGE 1

Public Finance

| | DM bn | Change in % | 1985 | 1984 | 1985 |
|------------------------------|-------|-------------|-------|------|------|
| TAX REVENUE | 402.1 | +4.2 | -5.3 | | |
| Turnover tax | 199.8 | +4.4 | -6.8 | | |
| Income and corporation taxes | 214.2 | +4.9 | +19.1 | | |
| PUBLIC DEBT (at year-end) | | | | | |
| Federal Government | 392.4 | +7.6 | +6.9 | | |
| Länder governments | 246.2 | +8.7 | +6.3 | | |
| Municipalities | 114.0 | +0.6 | +0.3 | | |

Source: Commerzbank

owned with several partners. But there is still a sense that German institutions do not fit so easily across the world as some of their competitors from other countries.

Beyond that, a psychological factor is probably involved too. The Germans are highly cautious and security-minded. They tend to be suspicious of novelty. They will walk round an innovation, probing, testing, and probably writing long reports about it, before actually giving it a try.

Once they are sure it will work they will adopt it and probably use it more effectively than most other people. By

that time, of course, the novelty element may have long since disappeared.

There are historical reasons for this. A nation which lost two world wars, remains divided, and has seen its currency destroyed through

hyper-inflation has good reason for opting, in many different fields, for security rather than experiment.

The problem is that in some tightly competitive fields, such as microelectronics and financial innovations, the markets

tend not to wait for the cautious perfectionist. Such is the negative side of the picture. The positive one is that their native caution may help the German banks avoid costly errors in markets that display something of the uncontrollable energy of the soccer's apprentice.

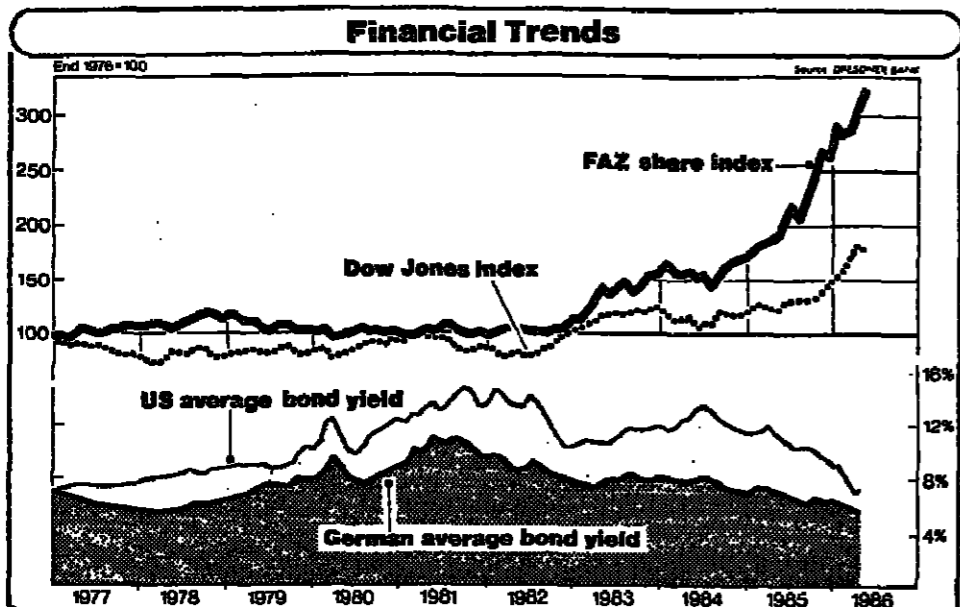
For example, have the German banks been relatively little involved in the controversial Eurozone facilities business because they are too slow, because margins are too small or because they sense they might well be building on sand?

The answer is probably a bit of all three. But when tempted to poke fun at the punctilious German approach it is also wise to recall the fable of the tortoise and the hare.

WEST GERMAN Banking, Finance & Investment 3

The Stock Market

The wallflower takes third place



Privatisation

The windows are ajar

IN WEST GERMANY all things are relative. The present centre-right coalition took office in October 1982, committed to a forthright free-market approach to the economy, centred on ambitious plans to cut the state's direct involvement in industry by a major programme of "privatisation," and to breathe new life into the country's staid financial markets.

Three-and-a-half years on, and barely seven months before new general elections, its record by international standards is mixed at best.

A measure of privatisation has been achieved, and the windows of the markets have been opened a little. But the results are modest indeed when set against the sale of state holdings forced through by a Conservative government in Britain, or if compared to the Big Bang for which the City of London is bracing itself this autumn.

So far, Mr Gerhard Stoltenberg, the Finance Minister, has succeeded in reducing only two of the Government's major holdings in German industry. In 1984, Bonn netted DM 800m when it sold off 14 per cent of its stake in the energy conglomerate Veba, leaving the state with around 50 per cent.

The realtor came a long way. Mr Stoltenberg wanted to cut the Federal Government's interest in Lufthansa, the national airline, to 53 per cent from the present 74 per cent. But this move, long seen as a litmus test of his seriousness of purpose, was blocked by objections from Mr Franz Josef Strauss, the powerful Prime Minister of Bavaria. Finally, this spring, his campaign regained momentum with announcement of plans to sell off 40 per cent of Wag, the state-owned chemical, energy and aluminium concern, for around DM 750m.

More, though, is promised later this year — and above all in 1987 and 1988. Bonn aims to sell 55 per cent of its present 95 per cent holding in Prakla-

Seismos, the Hanover-based oil and gas exploration company, and to hand over control of the IVG management conglomerate to the private sector.

Next year Mr Stoltenberg hopes to start on the disposal of the state's remaining minority holdings in the Volkswagen car company, and the energy group Veba, currently standing at 20 and 26.7 per cent respectively. Between them, the stakes have a market value of some DM 5.8bn; and the DM 4.5bn of income the minister is anticipating in 1987 and 1988 will be vital if the public borrowing requirement is to be kept from increasing sharply.

Further ahead, part of the Salzgitter steel concern, the Government's largest single majority holding and now restored to financial health, could be sold off.

"We aim to privatise gradually other direct holdings of the government," Mr Stoltenberg says, promising a fresh round of sales if the centre-right retains power in January.

In fact, though, privatisation is of comparatively small importance in the grand design of broadening and strengthening the capital markets. The German Bundespost will not go the way of British Telecom, and the Government's steps have been eclipsed by other flotations, spurred by booming stock markets. The most ambitious of these, involving Feldmühle-Nobel (the rump of the former Flick group) is alone worth DM 2bn.

Theoretically of more fundamental relevance, in a country where state ownership of industry is comparatively limited, are plans to attract more venture capital, and encourage small, new, and often technologically innovative, concerns into the public arena — and, in the process, to create a more flexible stock market structure to receive them.

One prong of the assault is the proposed bill, with the

intimidating title of "Gesetz über Unternehmensbeteiligungs-gesellschaften" (or Law on Companies which take Equity Stakes in Enterprises), designed to encourage the public to put money into venture capital concerns, which then inject capital into small companies. But the safety provisions built into the bill are almost at odds with the flexibility and risk-taking spirit it is intended to foster — and in the view of many bankers the measure could prove counter-productive.

The requirement, for example, that such companies must have a capital of at least DM 2m and spread their investments among at least 10 different companies, may be fine as protection for the ordinary small investor. In practice, however, it may well mean that mainly big institutions like the already omnipotent banks will launch the new concerns, and quite possibly employ them as receptacles for holdings they already have in small businesses.

More legislation, which, like the venture capital proposals, is still before parliament, involves the creation of what amounts to an unlisted securities market along British lines.

This *Geregelter Markt* has been tailored to appeal to smaller companies, at present frightened away from the stock exchange by high listing costs and the exhaustive regulations which govern the official market.

But the progress of both bills, which went before the Bundestag in 1985, has been maddeningly slow. Finance ministry officials reckon they should be on the statute book by autumn. But their first fruits — not to mention the further doses of reformist tonic, promised by Mr Stoltenberg — may well have to wait a century.

Right January, in the meantime, the chances are that West Germany's financial community will press on by itself.

Rupert Cornwell

MUCH IMPROVED—but must do better still! A fair judge is surely forced to give that verdict on the West German stock market in mid-1986.

Compared with the puny, lacklustre object of a few years ago, today's market positively scintillates; but it still falls well short of the kind of market you would expect to find in so highly developed an industrial economy.

Undeniably, the market has grown greatly in volume and diversity. Last year the turnover of all German stock exchanges together totalled DM 436bn, a rise of 79 per cent on the 1984 figure. Germans stress, with mingled pride and astonishment, that this makes their market the third biggest in the world in turnover terms, following New York and Tokyo but in front of London.

A few years ago this result would have seemed unattainable. The German market seemed doomed to stay an unattractive wallflower at the world stock exchange ball, gloomily predictable and courted in the main by a few portly German banks.

Nowadays there is a lot more to watch than familiar blue chips like the "big three" chemicals companies, Siemens (electronics) or Daimler-Benz (vehicles). There has certainly been no flood of companies "going public," but at least there has been a pretty steady stream. They include internationally-known names like Feldmühle-Nobel (the former Flick group), Henkel (detergents), Porsche (fast cars), Springer (publishing) and Nixdorf (computers), as well as a fair spread of smaller but lively enterprises.

At the start of this decade almost no new companies were

going to the bourse. In 1983 there were 12 with an issue volume of DM 318m, in 1984 more than a score with a volume of DM 1.7bn, and last year just 12 again—but with a volume of DM 1.8bn.

This year the DM 2bn Feldmühle-Nobel issue alone has ensured that volume in 1986 will be a record.

Naturally, the almost continuous bull market since the summer of 1982 has been a key factor, helping persuade companies to go to the bourse for the first time. That market upswing was caused by several things—including the switch to a centre-right government from one of the centre-left in late 1982, and an encouraging economic environment with steady growth and falling inflation.

Yet another factor has been the change of generation and — to some extent — in psychology in Germany. For one thing, entrepreneurs who built up, or sustained, their own business in the post-war period do not always have children who want to stay with the firm — so a public share flotation offers one way out of the dilemma.

For another, more young Germans are keen to found their own companies with the aim of going public after a few years; and there are more venture capital outfits around with advice and funds to help them.

All that said, the equity market in Germany remains a fragile flower which needs careful tending. It owes much of its new-found bloom to the attentions of foreigners who perceived the steady economic progress in Germany, felt (correctly) that many stocks were under-priced and noted, moreover, that they stood to make

exchange rate gains because of the undervalued D-Mark.

The key question is whether Germans themselves are becoming such enthusiastic shareholders that they could broadly sustain a domestic market in which foreigners were showing dwindling interest. The answer is almost certainly no. Germans have overcome some of their traditional suspicion of share investment, but they are not yet devoted market players. And if the market weakens as foreigners withdraw, what happens to that flow of new bourse entrants?

The corollary is that steps need to be taken to help keep foreigners interested in the German market, and to prove to Germans that share investment really is a viable alternative to bonds or savings accounts. This need is broadly recognised—but progress is slow.

For example, after more than a year of tortuous (and tortured) discussion, the eight regional stock exchanges (Frankfurt, Düsseldorf, Munich, Stuttgart, Berlin, Hamburg, Hanover and Bremen) last month finally set up a common association. Previously, they had only a loose "working group."

This new body aims to foster much-needed technical and structural change—for example by cutting duplication of effort and paperwork among the eight; by drawing up an annual report with country-wide statistics; by harmonising computer hardware; bringing in a longer settlement period for stock exchange transactions.

In a nutshell, the association will try to present a single, progressive German stock market face to the world (while

Capital Market

| | 1983 | 1984 | 1985 |
|---|--------|-------|---------|
| FIXED SECURITIES | | | |
| Gross sales of domestic bonds† | 226.7 | 227.4 | 261.2 |
| of foreign DM bonds | 17.0 | 19.1 | 31.1 |
| Net sales of domestic bonds† | 87.6 | 72.1 | 79.4 |
| Outstanding at year-end | 865.5 | 946.3 | 1,046.7 |
| Including DM foreign bonds | 87.6 | 96.3 | 117.4 |
| Yield at year-end* | 8.3% | 7.0% | 6.6% |
| OFFICIALLY QUOTED SHARES | | | |
| Total market value at year-end | 225.7 | 246.7 | 438.8 |
| Dividend yield† | 3.3% | 3.6% | 2.5% |
| Commerzbank Index (changes) | +36.5% | +6.4% | +76.1% |
| Capital increases (cash proceeds)†† | 2.7 | 2.4 | 6.7 |
| Stock exchange trading | 84.1 | 84.7 | 210.7 |
| INVESTMENT FUNDS FOR SMALL INVESTORS | | | |
| Net sales | 3.82 | 4.17 | 8.28 |
| Including: bond funds | 1.72 | 4.54 | 8.49 |
| equity funds | 0.57 | -1.13 | -0.96 |
| real estate funds | 1.53 | 0.76 | 0.75 |
| Total assets at year-end | 39.79 | 46.39 | 58.76 |

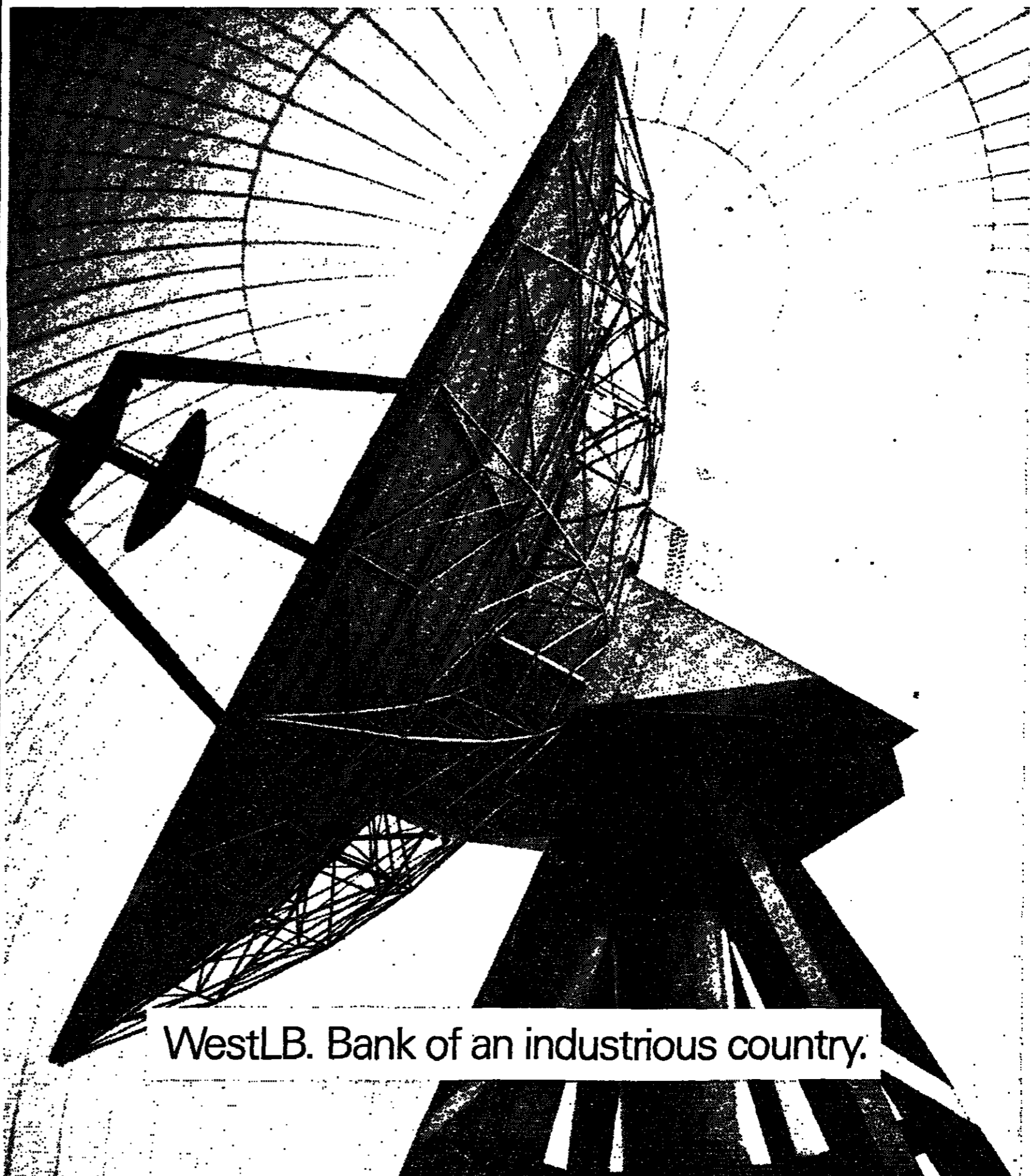
*Nominal. †Domestic securities outstanding. ††Including tax credit. †According to Commerzbank statistics. Source: Commerzbank

retaining the regional exchanges), and will use its increased weight to lobby the government on desirable reforms.

The Government is already seeking, through a new bill, to improve stock market structure, encouraging more medium-sized companies to go public while giving better protection to investors. But it surely needs to provide tax concessions, too, both on the corporate side and by removing the stock market turnover tax levied on all securities transactions in Germany.

Rather than penalising share investment, the Government should probably consider subsidising it — at least until the habit has stuck. That cannot be expected in what remains of

Jonathan Carr



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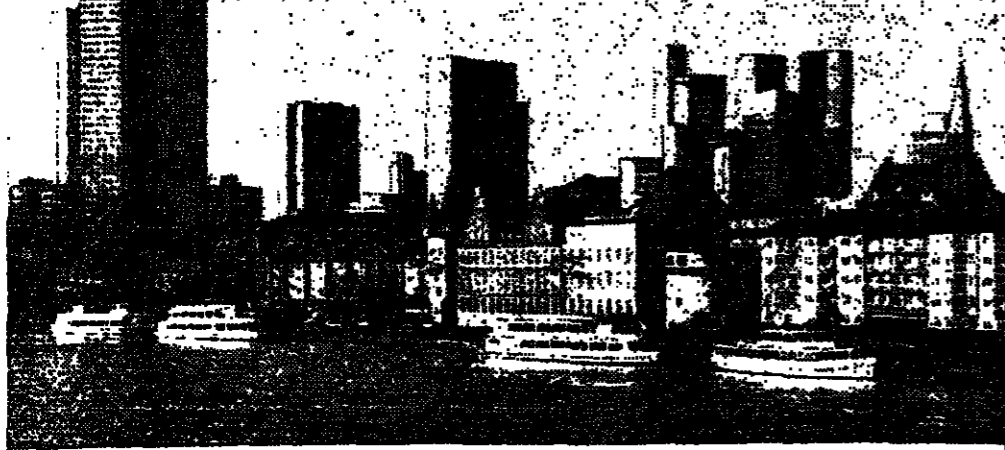
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WEST GERMAN Banking, Finance & Investment 4

IV

Landesbanks

Stalemate is not the end

MR WERNER SCHMIDT may have good reason to wish he had not been so hasty. He had already concluded in April that the plans for one of Germany's biggest recent bank mergers—involving his Landesbank Stuttgart—would never materialise. Efforts to build up a new regional bank in Baden-Württemberg had been plagued with problems from the start, and he decided to leave the managing board for a new job.

But, only two months later, he was persuaded to return with the view that the plan had gained a convincing momentum after a series of earlier setbacks. So it must have been with considerable dismay that he learned of the June 18 withdrawal of one of the four prospective partners which dealt the plan another, this time possibly fatal, blow.

The proposal is the brainchild of Baden-Württemberg's non-nonsense premier, Mr Lothar Späth. He has invested considerable personal effort and prestige in realising his vision of welding four relatively small local banks into one large regional institute capable of holding its own against Germany's biggest.

His plan was to merge the region's two existing regional banks—the Landesbank Stuttgart and the Badische Kommunale Landesbank—with the Karlsruhe-based Landeskreditbank and the country's second biggest savings bank, Stuttgarter Landes Girokasse.

The new state bank—which was to have opened its doors on January 1, 1987, with a balance sheet of nearly DM 110bn—would have been one of the 10 biggest banks in West Germany.

The Premier's concern—some might say crusade—is understandable, in view of both the important role played by the Landesbank in shaping regional development and their strength on the German banking scene. The Landesbanks control nearly 18 per cent of total business volume, while the savings banks add a further 22 per cent.

The regional banks carry out a central clearing function for the state savings banks which, together with the local governments, are their main shareholders. The larger of them have extensive operations, both in the domestic market and abroad, but all are committed to one degree or another to helping fuel local development.

As it happens, Baden-Württemberg is not well represented in the ranks of the regional banks, although it boasts some of Germany's premier industrial groups. These include Daimler Benz, its growing ambitions in high technology fuelled by recent acquisitions of the AEG and Dorzier groups, as well as Robert Bosch, the car components group, and the SEL electricals concern.

Mr Späth has seen a large-scale regional bank as essential to assisting the process of structural change in the state, as well as promoting small and medium-sized business, providing export assistance and finance, and helping to bring new companies to the stock market.

Neighbouring Bavaria's Munich-based Bayerische Landesbank, for example, has assets of DM 108bn and is the seventh biggest bank in the country.

Further north, in North Rhine-Westphalia, which includes the Ruhr industrial area, the Westdeutsche Landesbank (WestLB) is not only the biggest of the Landesbanks but also the number one institution in Germany after Deutsche and Dresdner. In fact, both institutions originally grew out of mergers of smaller local banks.

WestLB and other large Landesbanks were, for some time, the focus of a broad debate about the growing scope of their foreign activity, with some in the banking community arguing they should concentrate more closely on the domestic market.

However, the growing internationalisation of financial markets has, over time, undercut this view. WestLB is, for example, well established abroad. And not least in the bond markets.

It recently purchased a 74 per cent stake in the Bank für Kredit und Aussehenhandel, in Zurich, and is expanding its New York and London operations. Moreover, it has started negotiations with Japanese banking authorities about establishing a securities trading operation in Tokyo, and has opened a representative office in Beijing.

This is the type of bank that Mr Späth is seeking to build. But his campaign has been complicated by, among other things, the fact that the two Landesbanks in Baden-Württemberg are owned entirely by the local savings banks; while, elsewhere

in the country, they are to a substantial degree in the hands of state governments.

The immediate reason for the latest stalemate was the decision by the managing board of the Stuttgarter Landes Girokasse to withdraw from the group. Although possibly related to regional political manoeuvring, the bank's official position has been that the proposal does not offer business advantages sufficient to justify the requirement that it closes 80 of its branch offices.

Without the Landes Girokasse as a source of low-cost funds, the new regional bank would be seriously hamstrung.

Yet another element of uncertainty is the extent of expected future write-downs on earlier series of misused property loans—at the Badische Kommunale Landesbank (Bako). In fact, the group is under investigation, and both its managing director and his deputy were recently forced to resign.

Over time, many of the Landesbanks have been hit by financial misfortune. One example is the heavy loss provisions and write-offs at Deutsche Anlagen-Leasing (DAL), one of the country's biggest leasing operations. The company is owned to a total 90 per cent by the four biggest regional banks. WestLB has the biggest share, with 30 per cent.

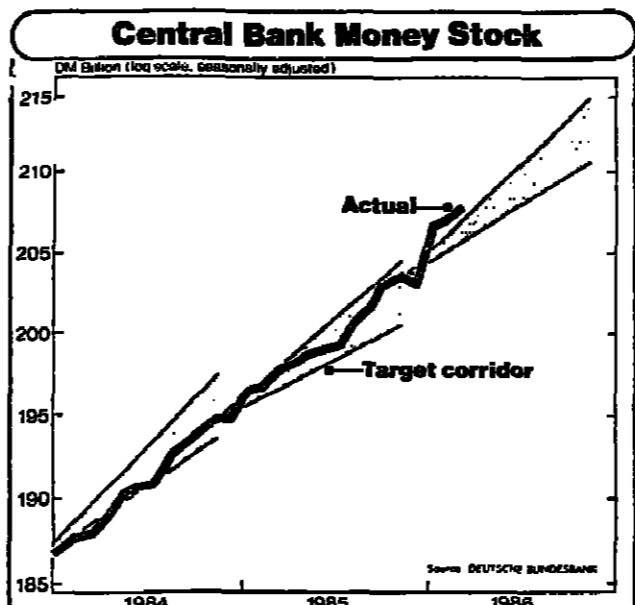
WestLB has not paid a dividend since 1979, having set aside a total of DM 1.4bn in losses and risks associated with the DAL-affair. This was despite often buoyant operating profits at the bank, which rose by DM 100m last year to DM 1.42bn.

The latest serious stalemate does not, however, mark the end of the Baden-Württemberg effort. Mr Späth has vowed to continue work, and the withdrawal of the Stuttgarter Landes Girokasse is not necessarily final.

However, even if a compromise is patched together, the new bank will face considerable challenges. Not least among these is successfully merging four different business cultures into one smoothly-working unit. Moreover, the partners have little experience or expertise in guiding companies to the stock market.

In contrast to their established rivals, they also have a meagre spread on the foreign front—in the midst of the rapid internationalisation of financial markets.

David Brown



The Bundesbank

Reins may not be loosed

ARE THE world's most successful monetarists about to come a cropper? Specifically, is the Bundesbank going to fail this year to keep to its money supply target for the first time since 1978?

Late last year the Bundesbank (central bank) set a target zone for growth of its money stock to the end of 1986 of between 3.5 per cent and 5.5 per cent; but monetary expansion so far has been well above the upper limit of the "corridor."

Does that matter much? Part of the excess is due to special factors, for example, the inflow of funds to Germany preceding the revaluation of the D-Mark within the European Monetary System.

Moreover, the cost of living has actually been falling compared with a year ago, so that the fast-expanding money supply might feed a new round of inflation.

For all that, the problem is not so easily dismissed. For one thing the fall in the cost of living is due to cheaper imports, caused above all by the weaker dollar and plummeting oil prices. Exclude that external factor (and the falling oil price can hardly be guaranteed indefinitely) and West Germany's "home made" inflation is seen to be rising at a year-on-year rate of around 2 per cent.

That is no cause for alarm but it is quite enough to make the Bundesbank wary of loosening the monetary reins still further, as some foreign countries are urging it to do. Moreover, the Bundesbank has so long achieved its money supply objectives (in the past two years it landed unscathed in the middle of its planned range) that it risks losing credibility if things go wrong this year.

It does not imply that the Bundesbank is a dogmatically monetarist institution. True, it was the first central bank to announce (in late 1974) a target for money supply growth in the following year, but it never claimed that control of the money stock was enough of itself to bring price stability.

Targeting was seen as an aid in the battle against inflation, not a patent solution. Indeed, at the start one senior Bundesbank official sourly called the targeting business "hoccus foccus."

At first there seemed to be something in that judgment. Up to and including 1978 the Bundesbank failed to meet its targets, partly because it was still experimenting, but meanwhile it has refined and reformed some of its key monetary instruments and its performance over the past seven years has been remarkably accurate.

It has become more flexible in the ways it provides central bank money, relying much less on the "big drum" of changes in discount and Lombard rates and more on finely-tuned injections of liquidity through securities repurchasing agreements with the banks.

True, in May this year the

LIFE FOR foreign bankers in Germany has become distinctly more interesting over the past year or so, thanks to the liberalisation of the German finance industry. It has given them more scope to deploy their talents and to challenge the German banks on their home territory.

The question, though, is just how successfully they can exploit these new opportunities.

It is noticeable, for example, that only one foreign bank, CSFB-Effektenbank, the Credit Suisse subsidiary, has rushed to take advantage of the new rule allowing foreign banks to lead manage D-Mark bond issues. By early June it had done 14 deals totalling some DM 450, which put it high on the domestic league table. But other foreign banks had done only one or two deals, and many none at all, largely because of the fear of loss.

By the same token, it will be interesting to see how foreign banks fare in the Federal Bond Consortium, to which they have just been admitted. This will give them a share in the periodic issues of Government agency bonds. But, since these obligations will be to take bonds up in times as well as good, their staying power will be closely watched.

While there is a certain caution among foreign bankers in Frankfurt, they see nothing but good in the tide of liberalisation. If there is a complaint, it is that things are not moving fast enough.

Frankfurt may not be London, New York or Tokyo in the world league table, but the combination of booming markets and liberalisation has made it much more attractive than cities like New York. The fact that banks in Germany combine the function of brokers and bankers, under the "universal banking" concept, means that they are best placed to tap growing foreign interest in investing in German bonds and stocks. For many of them, this could actually prove to be their main reason for having a branch there.

Germany plays host to over 220 foreign banks from some 45 countries. Traditionally, they have learned their way by lending to the local subsidiaries of their big corporate customers from back home, financing exports, and supplying services like foreign exchange and corporate finance services.

Fighting for a share of the domestic commercial loan market has been frustrating. The biggest German corporate clients command terms so fine that there is little profit in it for foreign lenders who do not have access to cheap retail deposits.

On the other hand, the more lucrative middle market is extremely hard for foreign banks to crack. Citibank, which has the largest presence in Germany of any foreign bank, recently pulled back from that market after management had second thoughts.

As one banker commented: "You turn a very big wheel for a small profit."

Morgan Guaranty, which is widely respected for its corpor-

Jonathan Carr

Foreign Banks

'Big wheel, small profit'

ate clientele, has frequently considered entering the middle market, but has always ended up deciding against it. In fact, the bank has now closed its two regional offices in Düsseldorf and Munich because it reckons it can operate more efficiently out of its single centre in Frankfurt.

One way of tapping smaller German businesses is by acquisition, since this brings the "German-noses" which corporate clients in the federal republic like to see in their banks. Midland Bank now has 70 per cent of Frankaus and Burkhart, the Düsseldorf-based private bank. This stake gives it access on a rare level to the German investment and loan market. But the constraint is that Midland has to stand well back from Frankaus, which is still very much managed by its own partners, which does not consider itself to be a Midland subsidiary, only a member of the Midland Group.

Similarly, Lloyds Bank has been careful to preserve the specifically German private banking characteristics of Schroeder, Munchmeyer, Heigst, even to the point of preserving a name tainted by collapse (see profile).

More recently, Credit Suisse have moved in. Credit Suisse bought two banks, Grundig Bank and Effektenbank-Münster, which have just been rolled into a single group. It is significant, though, that Credit Suisse has used its new vehicle mainly to attack the securities market rather than the commercial lending business.

At the end of last year, Union Bank of Switzerland, that country's largest bank, bought Deutsche Landesbank in order to stake a claim to the German market. Swiss Bank Corp decided to set up its own office.

The arrival of the Swiss in such force (along with the Bank in Liechtenstein which has also just opened in Frankfurt) could, many foreign bankers believe, mark the start of a much deeper penetration of the German market by outsiders. The Swiss banks are considered to have characteristics which appeal to German corporate and individual banking customers—solidity, a germanic culture and proximity. Through their private German banking clients—most of the senior businessmen—they should be able to tap the corporate market.

David Lascelles

Baden-Württemberg 579

Adventures and Accidents (1934); African Adventure (1936); and Birds and Beasts in Africa (1938). He published his autobiography, Lessons of a Lifetime, in 1933.

SEE ALSO BOY SCOUTS, GIRL SCOUTS AND GIRL GUIDES

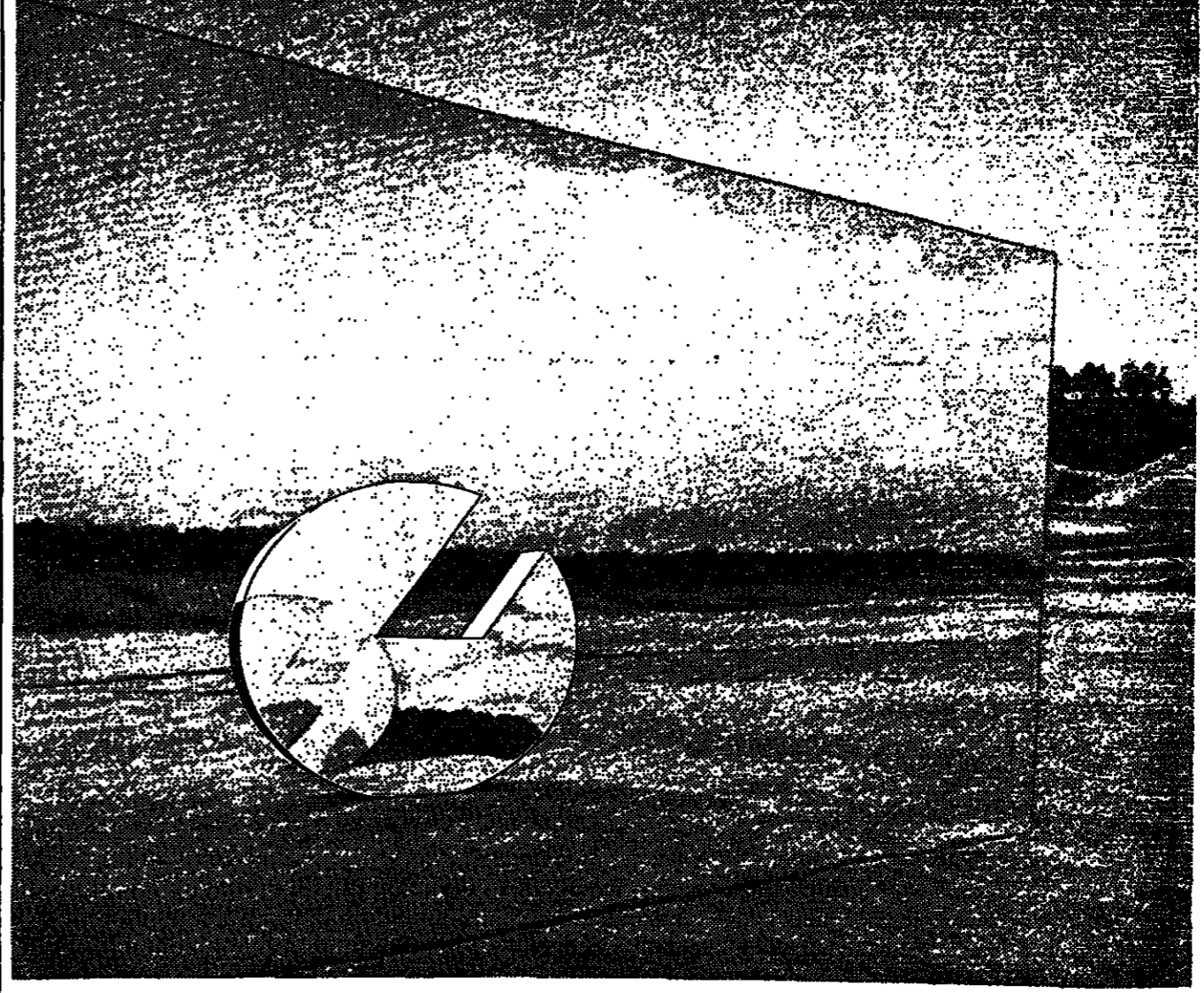
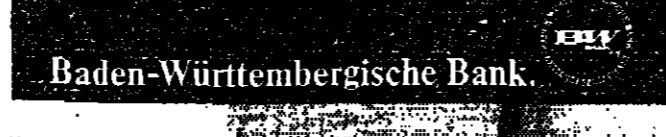
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Baden-Württembergische Bank (abbr. BW-Bank)

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WEST GERMAN Banking, Finance & Investment 5

Banks in West Germany

| Category of banks | 1985 | | | 1985 | | | Year on year change in number of bank offices | |
|--|--------------|---------------|--------------------|--------------|---------------|--------------------|---|-------------|
| | Banks | Branches | Bank offices total | Banks | Branches | Bank offices total | Number | In % |
| Commercial banks | 247 | 5,937 | 6,184 | 245 | 5,960 | 6,205 | +21 | +0.3 |
| Big banks | 6 | 3,119 | 3,125 | 6 | 3,115 | 3,121 | -4 | -0.1 |
| Regional banks and other commercial banks | 103 | 2,501 | 2,604 | 105 | 2,256 | 2,631 | +27 | +1.0 |
| Branches of foreign banks | 62 | 60 | 112 | 62 | 45 | 108 | -4 | -3.6 |
| Private bankers | 76 | 267 | 343 | 71 | 274 | 346 | +2 | +0.6 |
| Regional giro institutions | 12 | 245 | 257 | 12 | 239 | 251 | -6 | -2.3 |
| Savings banks | 581 | 17,131 | 17,723 | 590 | 17,504 | 17,794 | +72 | +0.4 |
| Regional institutions of credit co-operatives | 9 | 46 | 55 | 9 | 46 | 55 | - | - |
| Credit co-operatives | 3,707 | 15,880 | 19,587 | 3,652 | 18,229 | 19,584 | -3 | -0.0 |
| Mortgage banks | 27 | 28 | 65 | 37 | 29 | 66 | +1 | +1.5 |
| Private | 26 | 22 | 47 | 25 | 22 | 48 | +1 | +2.1 |
| Public | 12 | 6 | 18 | 12 | 6 | 18 | - | - |
| Installment sales financing institutions | 32 | 537 | 619 | 78 | 492 | 579 | -49 | -7.9 |
| Banks with special functions | 16 | 78 | 94 | 16 | 79 | 95 | +1 | +1.1 |
| Building and loan associations | 21 | 17 | 38 | 21 | 19 | 40 | +2 | +5.3 |
| Private | 18 | 17 | 35 | 18 | 19 | 37 | +2 | +5.7 |
| Public | 3 | - | 3 | 3 | - | 3 | - | - |
| Categories of banks not covered by the monthly balance sheet statistics | 76 | 1 | 77 | 76 | 1 | 77 | - | - |
| Investment companies | 34 | 1 | 35 | 34 | 1 | 35 | - | - |
| Securities depositories | 8 | - | 8 | 8 | - | 8 | - | - |
| Guarantee banks and other banks | 34 | - | 34 | 34 | - | 34 | - | - |
| Total | 4,796 | 39,900 | 44,696 | 4,799 | 38,996 | 44,797 | +98 | +0.1 |

The Bond Market

Mark spurs record issues

THE D-MARK foreign bond market has been in buoyant shape for much of this year, largely because of the strength of the currency against the dollar which prompted a record spate of new issues.

In the first five months of the year alone, some DM19.6bn of new issues hit the market, compared with DM 23.5bn for the whole of 1985.

Yet yields on fixed-rate issues have come down only slowly. In January the European Investment Bank launched a 10-year DM 50m issue at a coupon of 6 3/4 per cent. By June it was still paying 6 3/4 per cent on a similar dated issue.

One does not have to look hard for reasons why the D-Mark foreign bond market has become attractive to international investors over the past year or so. Not only does Germany, like Japan, enjoy a massive surplus on its foreign trade and balance of payments (in the first four months the current account virtually tripled to DM 24.6bn), but with German consumer prices now falling, real interest rates are also very high.

So, if anything, the fundamental economic background this year could have suggested an even sharper decline in yields, especially now that the dollar has fallen sharply from its peaks in exchange markets.

There are a number of reasons why this has not happened. One is that the Bundesbank has, for some months, been resisting a further cut in leading interest rates. The feeling there is that the money supply stock is growing too fast. Also Germany's remarkable track record on inflation masks the fact that the main depressant to price rises has come from falling oil prices, coupled with the rise in import costs now that the dollar has dropped.

Take these two factors away, and there is still a potential inflationary problem, central bank officials argue. The worst approach would be to overdo the interest rate cuts only to face a need to raise rates again later when inflationary pressures came through.

Moreover, the Bundesbank has been constrained by the fact that, although the D-Mark has been strong against the dollar, it has not recently been particularly strong within the European Monetary System.



A branch of the Dresdner Bank in the Swabian Forest

One feature of the investor diversification out of US currency this year has been a search for the highest yielding alternatives. And that has brought advantages to the French franc which the lower return in D-Mark could not always match.

In part, this means that the D-Mark bond market is still quite closely wedded to the trend on Wall Street. Certainly the scope for lower interest rates in Germany would recede even further if interest rates on the other side of the Atlantic started to rise again—and, since the spring, the optimism on Wall Street over falling long term rates has given way to a deep uncertainty in which rates have again risen.

The interest rate differential between Germany and the US is now at a very low point, by historical standards. According to the latest analysis by Dresdner Bank, yields on 10-year US Government bonds are now only some two percentage points higher than those on their German counterparts. This compares with a differential of as much as six points two years ago.

The best known of them, the Westdeutsche Landesbank Girozentrale of Dusseldorf, had total assets of DM 141.5bn at the end of 1984, placing it behind only the Deutsche and Dresdner among West German banks. Between them, Landesbanken and Sparkassen have assets of nearly DM 1,300bn—over 40 per cent of the DM 3,200bn of funds in the country's entire banking system.

By other ways, too, the Sparkassen reflect the nation at large. In 1985, as the economy chugged ahead in unexciting fashion and consumers hesitated to spend their money, the deposits registered in 71.8m savings books, held by 20m separate customers, rose by 6 per cent to DM 322bn.

But the movement's total balance sheet grew by only 5.8 per cent, the smallest annual rise since the currency reform of 1948 which began the German "economic miracle" of the next two decades. The advance

US rates were to rise later in the year, as many in Germany believe, German rates would not necessarily follow suit, it says.

Another reason for the slow way in which German rates have responded to the fall in inflation is, however, the sharp rise in bond market activity. Not only has the volume of new issues risen rapidly since the market was opened up to a range of new instruments, including floating rate notes and zero coupon issues a year ago; the Eurobond market has also been shaken by the cumbersome official registration system which has only just been changed.

Under the system, banks planning to launch a new bond issue had to register it with the Bundesbank before the start of each month. The Bundesbank then announced the total of issues registered with it, though not the names of individual borrowers.

But many banks found this approach irksome as it prevented them from arranging swap-related issues at short notice. Under a swap, the borrower exchanges the proceeds of his issue with another borrower to bring him a more suitable form of finance. For example, he may issue fixed rate funds in Germany and swap them for floating rate dollars. The overall result is a cost-saving for the borrower and fee income for the banks which

arrange the deal.

It all depends on timing, however. Since the Bundesbank registration scheme required banks to give advanced notice of issues many were actually inserted in the calendar that did not actually appear. The result was that each month the Bundesbank would announce a huge figure of prospective issues—in May the total was nearly DM 19bn—that weighed on the market even though only a fraction actually materialised.

From July, this system has been changed. Henceforth registration will only be on a fortnightly basis and the total registered will not be made public. That could improve the efficiency of the market, but there seems some uncertainty over whether it will have a decisive influence on the trend of yields.

Apart from anything else, foreign investors have become much more actively involved in the German domestic markets now that the coupon tax has been abolished for non-residents. The market in Federal Government bonds is much larger than that for Eurobonds, and the trading liquidity that results gives it added appeal. As the margin that could have siphoned off some foreign investor demand that would otherwise have gone into Eurobonds, keeping yields on the currency sensitive Euro market higher than they would otherwise have been.

Foreigners have now been invited to take part in the underwriting syndicate that distributes Federal Government bonds. Appropriately enough, this comes at a time when the Government's funding requirements are set to rise because it can no longer rely on a handsome dividend from the Bundesbank which manages Germany's reserves in weakening dollars.

Those foreign banks which take up the invitation are now likely to put renewed effort into selling domestic paper, and that could in turn rebound to the detriment of Eurobond yields. All markets have to work towards a balance of supply and demand. Where D-Mark bonds are congested, the demand is certainly high—but so is the supply.

Peter Montagnon

Savings Banks

A mirror of the nation at large

SURPRISING as it may be at first glance, the biggest single chunk of the West German commercial banking industry is not constituted by the private sector institutions arrayed behind the triad of Deutsche Bank, Dresdner Bank, and Commerzbank—or even by the more than 3,700 co-operative banks.

It is the 580 savings banks (Sparkassen) whose 17,000 branches are in every German high street, and their cleaning house "umbrella" the dozen state banks or Landesbanken.

The Sparkassen have been part of the history of German banking since the first of them was founded early in the 19th century by well-meaning municipalities to protect honest citizens from the perils of usury and offer them a secure investment for their savings. The movement grew rapidly. By 1850 there were 500 of them and in 1900 they numbered no less than 2,700.

The cheques law of 1908 saw the Sparkassen pioneers of cashless payments—a step which led directly to the establishment of the Landesbanken as their central clearing institutions at a regional level. Though most individual Sparkassen are relatively small the largest of them, the Hamburger Sparkasse, achieved a balance sheet total of DM 22bn at the end of 1984.

But the Landesbanken, traditionally closely linked with the

governments of the various states where they are headquartered, are different. While the Sparkassen by and large have remained faithful to their original clientele—private households and small and medium-sized local businesses—the Landesbanken have gained a powerful position in German money and capital markets and deal primarily with big public and private sector customers.

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But the movement's total balance sheet grew by only 5.8 per cent, the smallest annual rise since the currency reform of 1948 which began the German "economic miracle" of the next two decades. The advance

in lending, in good measure due to the depressed construction industry, was below the average of the past five years.

Perhaps this will add up to a further slight erosion of the overall position of the Sparkassen to the profit of their great local rivals, the co-operative banks. But in other respects the Sparkassen still set the pace—nowhere more so than in the area of electronic consumer banking, where 88, or nearly all of them are plugged into a joint computerised account system.

The most visible trail-blazing, however, has been in plastic cash cards—and not without controversy. The Sparkassen are already market leaders with the Eurocheque (EC) card, which has emerged as a standard cheque guarantee card throughout Europe, as well as an access card for automatic cash dispensers in Germany.

Of the 1.858 such dispensers in the country, 60 per cent have been installed by the Sparkassen, which have issued 9.6m Eurocards. Of these, 100,000 were issued in 1985 alone, covering 44 per cent of their individual customers. The system now embraces 1,000 dispensers in Spain and new EC cashpoints are due to be opened in the UK, Portugal and Denmark for the summer tourist season.

But the success of the Eurocheque card has not stopped

Rupert Cornwell

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WEST GERMAN Banking, Finance & Investment 6

Capital Markets

Waiting on the global game

Money and credit

Table with columns for 1983, 1984, 1985 and rows for Bank loans to private companies, Short-term, Medium and long-term, etc.

Source: Commerzbank

As universal banks, Deutsche Bank, Dresdner Bank and Commerzbank seem particularly well-equipped to cope with the new environment in which the dividing line between traditional banking and the securities markets is becoming increasingly blurred.

securities and developing further outlets for securities from other markets.

However Mr Eitel emphasises that Dresdner is taking a fairly measured approach to developments on the world scene, and particularly in London where he sees no need for action at the moment.

As the smallest of the Big Three, Commerzbank feels the need to try hardest in order to break into business traditionally dominated by Deutsche and to a lesser extent, Dresdner.

Overseas, though, Commerzbank is taking a somewhat more low key approach. The philosophy according to Mr Gerold Brandt, head of the international investment banking department is that "We are a German bank, and our speciality is where there is German business."

Commerzbank is, however, seeking a securities licence in Tokyo. And on the US market it has a 40 per cent share in a small Wall Street investment bank which engages in corporate finance, underwriting, investment management, and securities business.

Ranking as they do among the world's largest banks, these three banks are bound to figure prominently in some way or other as the world markets evolve. Their style may not be as eye-catching as those of Continental and US banks. But with an increasingly active domestic securities market to cultivate, and an obvious need to keep up with the competition abroad, they are unlikely to let events leave them too far behind.

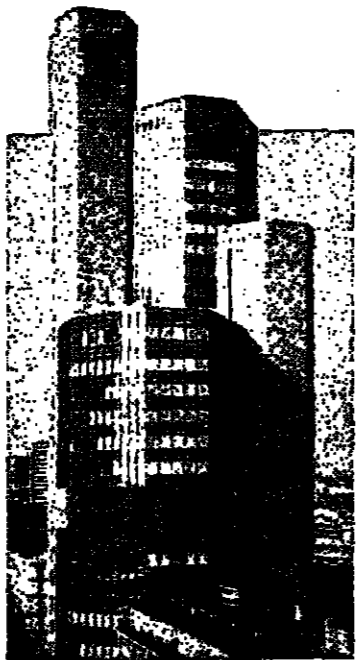
David Lascelles

A solid partner in the DM bond market: Helaba Frankfurt



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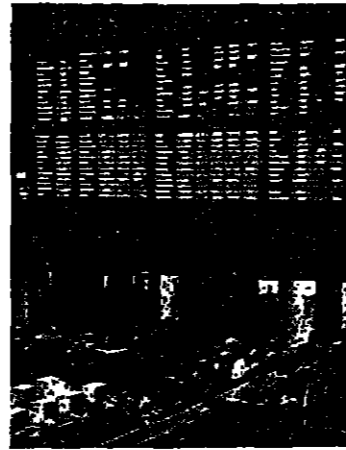
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Special Banks

Rooted in turbulent history

NOT A LOT of non-Germans are likely to recognise at once the unwieldy names of Industrie-Kreditbank-Deutsche Industriebank (IKB) and the Kreditanstalt für Wiederaufbau (KfW), but both institutions deserve to be more widely known.

The two are quite separate and have some obvious differences in their ownership and tasks.

But both help to provide long-term finance for medium-sized business, both are diversifying their funding operations (offering some interesting investment opportunities for foreigners as well as Germans) and both have their origins in Germany's turbulent history this century.

The start of the IKB can be traced back to the Bank für Deutsche Industrie Obligationen, which was founded in 1924 to administer First World War reparations payments to the allies by German industry. It only became a credit-instituting institute in 1931.

After Germany's defeat in 1945 further operation in Berlin (its headquarters until then) was impossible but, business was carried on in Düsseldorf under the name Industrie-Kreditbank AG. By 1954 Berlin was safe enough to allow the re-appearance there of the Deutsche Industriebank. The two institutes finally merged 12 years ago - hence the long name.

So much for history. Today the IKB is a bank with basic capital of DM 210m, liable funds of DM 722m and (taking the figure for the 1984-85 business year) total assets of DM 14.4bn. Many Germans call it "the entrepreneurs' bank" which well reflects its tasks and, broadly speaking, its ownership.

Its shareholders include the three big banks, Deutsche, Dresdner and Commerzbank, with a stake of around 25 per cent through a holding called Hostra Beteiligungsgesellschaft. Leading insurance companies have a further stake of some 20 per cent and a foundation representing entrepreneurial interests around 28 per cent.

IKB is increasingly spreading its wings to take advantage of cheaper finance on the international capital markets. For example, last November it made its first D-Mark foreign bond issue via its offshoot IKB Finance Amsterdam - a DM 100m capped floating rate issue.

It has also established a branch in Luxembourg for funding operations alongside its subsidiary in the Grand Duchy, which is set up in 1979 mainly to meet customer demand for Euro-D-Marks.

The name of the KfW - literally "loan corporation for reconstruction" - gives a strong clue to how the bank began, though little enough about its current role. Founded in 1948 to help to channel Marshall Aid funds to rebuild German

industry after May 1945, it now plays a big part in financing the country trade and foreign aid as well as providing cheap loans to the Mittelstand.

It therefore has a wider role than the IKB and is, indeed, one of the country's biggest credit institutes with business volume at end-1985 of nearly DM 96bn, total assets of more than DM 85bn and capital and reserves of DM 3.5bn.

But perhaps the crucial difference from the IKB is that the KfW is state-owned; 80 per cent by the Bund (federal government) and 20 per cent by the Länder (regional states). Established under a special law governing its operation, the KfW is exempt from normal German banking regulations and is supervised by the government. For example the Finance Minister, Mr Gerhard Stoltenberg, is head of the administrative board.

Fairly because of its outdated name and partly because of its hybrid nature (sometimes it looks a bit like the IKB, sometimes like the US Ex-Im Bank, sometimes like a mini World Bank), the KfW remains something of an "unknown giant". But a look at last year's balance sheet shows clearly enough what the bank's roles are.

The KfW pledged new credits totalling DM 13.4bn (up from DM 13.2bn in 1984) both to help promote the West German economy and to aid the developing world. Of that total, DM 8.7bn (after DM 6.1bn in 1984) went to domestic investment, and of that sum 22,500 separate loans totalling DM 5.6bn were pledged specifically to help finance the capital investment plans of the Mittelstand.

The recipients get long-term loans at a somewhat lower interest rate than they would elsewhere, and KfW can afford to offer the cheaper finance because of its special status which keeps its funding costs low.

Another DM 1.8bn went on environmental protection programmes and the remaining DM 1.3bn of the domestic credit sum went on structural programmes - for example to aid the hard-hit building sector, agriculture, port facilities and so on.

On the foreign side, KfW pledged loans worth DM 3.2bn to help finance both export business and the direct investment of German companies abroad. Another DM 1.5bn went to development projects in the Third World. In addition to these loans, KfW also provided direct grants at home and also abroad - for example to help ease the plight of the world's poorest countries.

Deutsche will not, however, be seeking membership of the Tokyo Stock Exchange. "Too expensive," says Mr Breuer.

For Dresdner Bank, the most important centre to focus on overseas is New York, according to Mr Piet-Jochen Eitel, member of the board responsible for capital markets. The bank owns 75 per cent of AED, a New York-based securities firm, which will act as its vehicle into the US markets where Dresdner aims to be active in corporate finance, securities and mergers and acquisitions.

In Japan, Dresdner is also obtaining a securities licence. However it has gone one better than Deutsche and set up a subsidiary in which it owns a majority stake, having taken advantage of a technicality which allowed it to split the stock into voting and non-voting shares. As in the US, Dresdner sees itself handling orders for Japanese

Special Banks

Rooted in turbulent history

The credits and grants together made up a grand total last year of DM 14.6bn pledged, compared with DM 14.1bn in 1984.

One big question (the most interesting one for potential foreign investors) is where the bank gets its money. The answer is that the development aid operations as well as part of the export credit and domestic loans are financed directly from the Federal Government Budget.

But that still means that the majority of KfW's funds must be sought on the capital markets through the issue of bonds, notes and Schuldscheine (certificates of indebtedness).

Last year, DM 8.4bn was raised in this way and a similar sum will probably be needed from the capital markets this year too.

Large big changes are under way spurred by the steps to liberalise the German capital markets further over the past two years. One key development was the abolition in August 1984 of the coupon tax which foreigners used to have to pay on the interest they received from German domestic bonds (including, of course, those of the KfW).

Before abolition, many foreigners naturally concentrated on investing in Schuldscheine which were not subject to the tax - but now they are piling into bonds. Nowadays the share of KfW bonds held by foreigners is still less than 20 per cent but it is increasing steadily.

It would do so more quickly if the institution itself were more widely known - not least the fact that KfW bonds are prime quality instruments comparable to the (much more renowned) bonds of the Federal Government, post and railways (Deutsche Bundesbahn).

Like IKB, the KfW is also making growing use of new financial instruments in its funding - instruments on which the Bundesbank (the central bank) frowned until finally giving them the green light from May last year. For example the KfW has already tapped the markets this year with a zero coupon bond issue and a Yen 12bn (DM 150m) currency swap.

Mr Hans-Joachim Schüller, an executive board member, emphasises that in both cases KfW has been able to cheapen its funding costs without taking on extra risks. He says that the bank plans to make further use of these and similar financial innovations, which is another sign that KfW's name will be better known internationally before long.

Jonathan Carr

WEST GERMAN Banking, Finance & Investment 7

DEUTSCHE BANK remains easily the biggest and most profitable of the West German banks. Last year its group assets totalled DM 237.3bn, and operating profit is thought to have exceeded DM 4bn, though Deutsche, like other German banks, gives no precise figure for these earnings. But the other members of the "big

three" also had strong results. Dresdner Bank group assets totalled DM 188.7bn, with operating profit exceeding DM 2.5bn, while the Commerzbank group had assets of DM 137.2bn and operating profit of some DM 1.5bn. JONATHAN CARR portrays the men at the top of the "big three."



RÖLLER (left), of the Dresdner, first joined the bank as a penniless student and returned to it after leaving to complete his studies. SEIPP (centre), of Commerzbank, carries the nickname "Walter the Tank," in tribute to his determination. CHRISTIANS (right), of the Deutsche Bank, is something of an enigma, whose forefathers were in farming, law, engineering, theology, though not finance

took time but he got it right in the end.

He has displayed much the same single-mindedness at Commerzbank, which had plunged into an operating loss and been forced to omit its dividend for the year before he took over. At first many people wondered whether he could pull the bank out of the slough of despond or be dragged into the morass himself.

Now they have their answer. Commerzbank's profits have boomed, the structure of its business has improved and its capital base has been strengthened. Indeed the bank is already able to meet the tougher capital-to-lending rule of the newly revised German credit law, something it was hard to believe would happen so quickly even a year or so ago.

Naturally, Mr Seipp, too, has been helped by the West German economic upswing and improved banking climate of the past few years, but it would be unfair not to give him the credit due to him. He was able to give a strong lead (very much "chief executive" rather than "spokesman") while encouraging middle management; and he introduced a new monitoring system to avoid the grave mismatching of lending and funding that had previously hampered Commerzbank's earnings. If that sounds solid but unadventurous, it is not the whole tale.

Before joining Commerzbank Mr Seipp was responsible for the highly active Eurobond business at Westdeutsche Landesbank, and he is one of the most forthright advocates of a more innovative German capital market. Indeed, he has been a bit too forthright for the Bundesbank and some of his colleagues in other banks, with his calls for "offshore" banking facilities to be set up in West Germany to help to repatriate part of the business which slid away to Euro-market centres abroad.

There is no evidence yet that the Bundesbank will give the green light to such a step, but that does not mean it will never happen and—as usual—Mr Seipp is sticking to his guns.

Not surprisingly under such a leader, Commerzbank has been among the most active German banks in seizing the chances offered by new financial instruments. With such enterprise it is unfortunate that Commerzbank managed to blot its copy book with its ill-judged rights issue early this year.

But that alone does not alter the fact that Commerzbank under Mr Seipp's leadership is one of the most improved credit institutes in West Germany.

Bossing the Big Three

Deutsche Bank

IT WOULD seem absurd, on the face of it, to call F. Wilhelm Christians a mystery man. After all he has for a decade shared the top job at Deutsche Bank as one of the two "spokesmen" of the executive board, first with Wilfried Guth, now with Alfred Herrhausen.

He is a past president of the Federal Association of German Banks, sits on the supervisory boards of some of the country's best-known companies — and so on. One can hardly do all that and stay out of the public eye.

Yet Mr Christians, who is 64, remains something of an enigma. Some chief executives are so closely identified with their companies that it is hard to separate the two. Others give the impression that their work is like a fascinating, strenuous but ultimately expendable hobby.

Like, for example, Marcus Blerich, the broadly talented head of the Bosch electricals concern, Mr Christians surely belongs to the hobby category. He has given a lot of time to Deutsche Bank over nearly four decades — but that is not to say that he has devoted his whole life to it.

If he had followed either in the family footsteps, or his initial inclination, he would never have become a banker. His forefathers were in farming, law, engineering, even theology but not finance. His own ambition after the war was to become a diplomat. He had fought as a cavalry officer (riding is still one of his abiding passions) and been wounded on the Russian front.

Later he studied law and political science and then, in 1949, did a spell with Deutsche Bank to fill in time, planning to go on from there to a "real" diplomatic career.

Instead, he liked the banking

atmosphere and stayed, learning the business from scratch and at first earning less than DM 200 a month (after deductions). He worked his way up through offices in Aachen, Cologne and Düsseldorf, joined the executive board as a deputy in 1965 and became a full member two years later.

In 1976 he began the "co-speaker" partnership with Mr Guth, a highly successful one despite (or perhaps even because of) the fact that the two men are very different.

Many observers tended to see Mr Guth as the peripatetic "foreign minister" of Deutsche Bank with Mr Christians more responsible for domestic affairs and somewhat in the shadow of his colleague.

For one thing Mr Guth had a broader professional background behind him, including experience in central banking and the International Monetary Fund. For another, Mr Guth (now head of the supervisory board) looks like an ebullient prize fighter ready, as it were, to grapple with the debt crisis single-handed if need be.

Mr Christians, silver hair neatly combed, is always elegantly suited. He has a wide selection of striking neckties which brought him an award a few years ago from the German tie industry. All that may have contributed to a feeling that, of the two "speakers," Mr Christians was a relative lightweight. Whatever the reason, the impression was wrong.

True, he has long been especially active in the German securities business, working to breathe more life into the moribund domestic stock market. It certainly gives him special pleasure to see over the past few years the "renaissance" of the German share, with more private companies "going public" — not least under the wing of Deutsche Bank.

But that does not mean that his sights ended at the German frontier. For example, he laid the basis for Deutsche's investment banking offshoot in New York, negotiated the establishment of a similar operation in Tokyo, and travelled regularly to the Soviet Union from 1969, not least to negotiate finance

for the big natural gas-pipeline deals with the West.

Over the past 17 years he has forged close links with top Russian officials (including Mr Mikhail Gorbachev) which many Western politicians and businessmen might envy.

But it is not all business. Mr Christians loves Russian art, especially the art of this century, and has played a key role in arranging the exchange of exhibitions between the Soviet Union and West Germany. His contacts in Russia include painters who do not, to say the least, enjoy the approval of Soviet officials.

He has two particular qualities which go far to explain his success. One is that he can hold on to tough positions but express himself in such a way that he never seems rude or unreasonable. It is worth noting that (like the late computer wizard Heinz Nixdorf) he comes from the Westphalian town of Paderborn, whose citizens are renowned for their tough determination.

The other quality is patience. Mr Christians recognises the value of planting the seeds of future business, not just of throwing out a net to catch a passing shoal of easy clients. For example, he has been on the supervisory board of the state-owned VIAG energy and chemicals concern for nearly two decades. From the start he was urging that an issue of shares be made to the public.

Many problems intervened, however, and only this year has the step finally been taken — with Deutsche Bank leading the issue consortium.

The VIAG deal is one of several (Springer and Flick are others) which have brought Deutsche Bank criticism as well as praise and have helped to rekindle the old controversy about whether the banks — especially Deutsche — have too much power.

Mr Christians insists that the critics greatly exaggerate and that it is simple for some politicians to gain easy applause at the banks' expense. But one thing is certain: Deutsche Bank is unusually influential because

it is a canny, well-run institution which was often able to "keep its head when most around were losing theirs."

Despite many factors which still tell in its favour, there is no cast-iron guarantee that it will always maintain its big lead. It has some increasingly lively rivals, not least the Dresdner Bank.

The man who is in part the cause, and certainly the embodiment, of the new spirit at Dresdner is Mr Wolfgang Rölller, 56, who became "spokesman" at the beginning of last year.

A dynamic person who seems to be in almost perpetual motion, he will push through a throng of people, nodding here, pressing a hand there as though to say "excuse me but I must be off shortly to make money for the bank" — which he has been doing for Dresdner for over 30 years.

That is a superficial impression, of course, but there is nonetheless something in it. Dresdner under Mr Rölller is on the move again after a period in the doldrums. It is also a happier place than it was in the recent past.

Back in the mid-1970s under the late, distinguished Jürgen Ponto, many people felt that Dresdner Bank was going to catch up with Deutsche — or at least markedly narrow the gap. Then in 1977 Ponto was murdered by terrorists and Dresdner chose an outsider, the Federal Economics Minister Hans Friderichs, as the new "spokesman."

It would be unfair to blame on Friderichs all Dresdner's troubles in the following years — including loan losses at home and abroad and friction among top management. But the fact was that in a particularly tough period for all credit institutes it did not help Dresdner Bank to have at its head a man whose background was not in banking.

Moreover, Friderichs later faced corruption charges in connection with the Flick bribery affair. He firmly denied any involvement but finally stepped down in order to fight at his trial — which is still going on.

With Mr Wolfgang Rölller Dresdner Bank has got "one of its own" as boss again. He first joined the bank briefly as a virtually penniless student in the early 1950s, went back to university to complete his economics studies, then returned to Dresdner and immediately plunged with enthusiasm into securities trading.

He is obviously intensely loyal to Dresdner and really loves the business of banking.

Some say he even loves banking a bit too much, pouncing on matters of detail which he

might do better to delegate. But there is no suggestion that he does not know banking from top to bottom. For Dresdner he is the right man at the right time — its senior capital markets expert moving into the top job as the "securitisation" of business gathers pace at home and abroad.

By the early 1960s he was already head of the bank's stock market department and he laid the groundwork for Dresdner's notably successful brokerage and investment banking activities in the US. Not least he played a key role in the dramatic deal of 1974 when Dresdner arranged the disposal of the Quandt family's stake in Daimler-Benz to Kuwait.

Few people would be surprised to see another big Quandt deal emerging one day, with Mr Rölller again playing a decisive part.

At home he has been one of the main catalysts for change in the archaic German stock market system (though it is hard to believe he is fully satisfied with the progress made so far). He clearly aims to promote the international side of Dresdner's business.

That means extending the existing operations in London, New York and Tokyo, offering a broader range of financial management services and playing a greater part in cross-frontier mergers and acquisitions.

Under Mr Rölller the bank is also managing the liabilities side of its business better and

Dresdner Bank

COMMERZBANK

If Dresdner was limping for a time, Commerzbank looked to be almost on its knees — at least until Mr Walter Seipp picked it off the floor in 1981. Mr Seipp, 60, has been given the nickname of "Walter the Tank," implying that once he has set himself on a course he is not easily deflected.

One small incident helps to illustrate that quality. At an international symposium early this year he was talking in fluent English until one word eluded him. The audience waited for what seemed an age, expecting him either to omit the word or make do with a "near miss." He did neither; he just sat impassively in deep thought until he remembered the word and then resumed his speech. It



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| Shareholders' funds | DM 2.0 billion |

Consolidated Balance Sheet Figures/BfG-Group.

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WEST GERMAN Banking, Finance & Investment 8

PROFILE: THE JURGEN PONTO FOUNDATION

Art and youth transcend terror

THE JURGEN Ponto Foundation is just one of many varied initiatives by West German businesses to support the arts but because of its dramatic origin, its special aims and its success, it is certainly among the most striking.

Nine years ago this month, Ponto, head of the Dresdner Bank, was shot dead by terrorists at his home near Frankfurt. His murder caused a special wave of revulsion, even in a year which brought several other deadly terrorist attacks in Germany.



Jürgen Ponto... used his finance and influence to help the young

Ponto was not just a talented banker, but also a man of great personal charm and unusually wide interests, especially in the arts, where he constantly used his finance and influence to help the young.

He was, as a speaker at his memorial service said, "a representative of an order which, in its ideal form, by no means always achieved, combines economic success with social justice, hard work with active humanity, business instinct with cultural and social responsibility."

The terrorists instinctively recognised this—which is why they picked out Ponto in particular as a victim.

Ponto's widow, Inges, and the bank sought the most appropriate possible memorial. They agreed that efforts should be made to continue the support for young artists—musicians and writers, as well as painters and architects—whilst Ponto began. The proceeds of the Jürgen Ponto Foundation was born.

More than DM 5m capital was raised, through hundreds of individual contributions and not least from the proceeds of a 1978 concert by the Berlin Philharmonic Orchestra under Herbert von Karajan, who knew Ponto well.

The foundation works in this way. A group of trustees is headed by Dresdner's chief executive Wolfgang Rölller, and includes well-known figures in the arts, such as the writer and historian Golo Mann. There are also two honorary executive directors, one of whom is Baron Bernhard von Loeffelholz, a former close aide to Ponto. Broadly speaking, the trustees propose where the funds could best be spent, and decisions are taken jointly with the trustees.

There are two main aims. One is to help promising young artists just starting out, and the other is to foster group artistic activities like school choirs and theatre companies. Young artists who have already at least partly "arrived" are not generally supported,

though the foundation can often put them in touch with other bodies that can help.

Here, von Loeffelholz is a useful go-between as he also plays a leading role in the arts support group set up within the Federation of German Industry (BDI). His double role also helps avoid overlap between the BDI's efforts and those of the Ponto foundation.

The foundation does not only support young German artists but also foreign artists living in Germany. For example, when the foundation first staged a competition for young composers in 1979, the top prize went to a Japanese, Takahito Shimazu.

Talented young instrumentalists lacking funds for further training are helped with grants and interest-free loans. The idea of the latter is that young musicians who "make it" with a relatively steady income should pay back loans to the foundation, and thus help another generation of the talented but impecunious.

One of the foundation's most ambitious projects is the "Schools make Music" series, arranged with the German Music Council and other bodies. These gatherings regularly bring together, in different

cities, school choirs and instrumentalists from all over the country to give concerts in hospitals, homes for the elderly, churches and so on. The most recent gathering took place last year in Berlin and brought together about 900 young people.

Other events which the foundation helps to support with funds include the Bayreuth Youth Festival, which every year brings together young people from East and West in parallel with the town's Wagner festivities.

Music was a special love of Ponto, and he naturally given a lot of attention by the foundation, but the other arts are not forgotten. Funds are made available, for example, to authors writing a first book. The choice is particularly hard, and is made only after intensive consultations with publishers and other experts, but so far the foundation feels it has picked well. All the authors it has supported have gone on to write a second book (apart from the most recent beneficiary, Elmar Schenkel, who last year received DM 15,000 for his first work and has hardly had time to produce another).

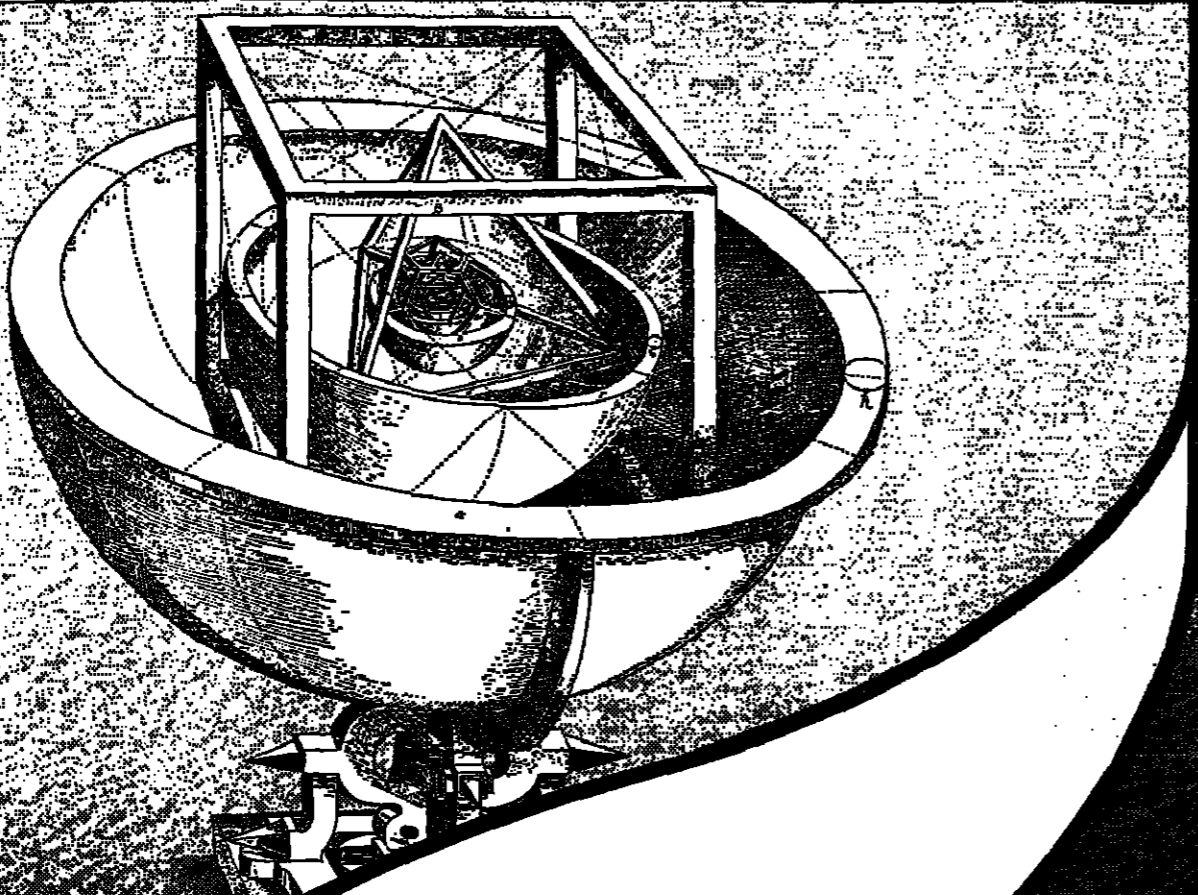
Similarly, on the visual arts side, the foundation sponsors regular exhibitions and asks collectors, as well as other experts, to propose young, little-known artists for inclusion. An independent jury then selects two or three from among the exhibitors, who receive awards of up to DM 20,000 from the foundation.

Young architects are helped, too. For many years the foundation arranged lengthy stays abroad, enabling them to do practical work in the offices of noted foreign architects. This effort has lately been undermined by the difficulty of obtaining work permits at a time of high international unemployment. The foundation has therefore taken to arranging briefer visits abroad, made recently to study the architecture of Japan.

All in all, the Ponto Foundation has spent around DM 2m in its first eight years on prizes, grants and so forth. But that sum understates the overall benefit to many young artists who have first become known to a wider public through the concerts and exhibitions which the foundation has sponsored. It is an achievement which would surely have given Jürgen Ponto a great deal of satisfaction.

Jonathan Carr

VIII



Productivity in international finance.

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PROFILE: SCHRODER, MUNCHMEYER, HENGST

On being seen to be German

TWO YEARS have passed since Lloyds Bank surprised the banking world by offering to buy Schröder, Münchmeyer, Hengst (SMH), the collapsed German private bank. It was a bold move—some said a gamble—but it seems to be paying off.

"I'd say they've got SMH back to where it was before the trouble," commented a Frankfurt-based foreign competitor who has observed SMH's rehabilitation. Lloyds will not say exactly how much it paid for SMH, or how well it is doing. But Mr John Hobbley, SMH's chief executive, says that last year's profits were 50 per cent up on 1984, and that this year should be better still, based on a good first six months.

Lloyds decided straight away to keep SMH's name, even though the highly publicised trial of SMH's former management for fraud was bound keep alive unwelcome associations (as it has). This was in order to retain SMH's staff and its good clients. "Whatever the disadvantages, the advantages were those of being seen as German bank, and a private bank," said Mr Hobbley.

Even the Lloyds parentage is played down. SMH's literature carries only its own name, and appears between advertising covers, rather than the bright green of the Lloyds group. Clients are told of a "link" with Lloyds—and then only if SMH thinks this will have a positive connotation.

Although Lloyds rolled all its existing operations into SMH—which now employs about 400 people—its real strength has been the access it has given Lloyds to smaller and middle market German banking clients whom foreign banks usually find it hard to reach.

Even so, with the recent boom in the German markets, well over half of SMH's revenues have come from its securities business rather than banking. The group has concentrated mainly on serving foreign institutional clients wanting advice or securities services on the German market. It also has a portfolio management side, a private banking clientele, and trades in domestic bonds. There is a research capability as well.

Although SMH has long been a member of the Federal bond

consortium, it has not got into the new issue business, where management feels there is little money to be made in Germany unless you are very big.

SMH reports back to Lloyds in London through both the geographic line of command and to Lloyds Merchant Bank, the newly constituted merchant banking arm which is handling Lloyds' entry into the UK securities business. As well as acting as a channel to the German investment market for Lloyds, SMH helped form the European consortium which Lloyds put together to mount an alternative bid for Westland helicopters last winter.

SMH could grow substantially if Lloyds' current £1.5bn bid for Standard Chartered Bank goes through. Standard has a long-established German business based in Hamburg employing 200 people. According to Mr Hobbley, the two do not overlap greatly, and the German market is one where the merger makes sense, he says.

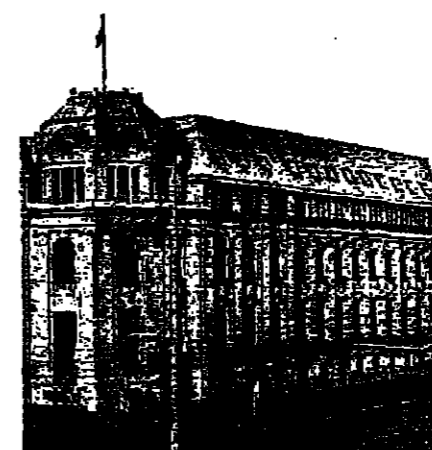


John Hobbley... says last year's profits were 50 per cent up on 1984

David Lascelles

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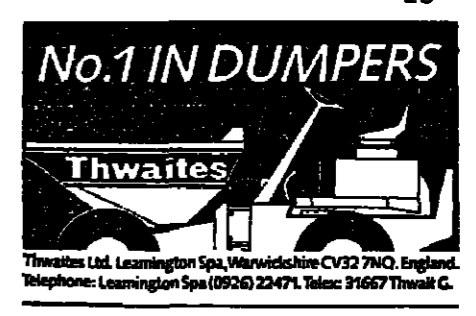


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SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Monday July 7 1986



CREDITS AND EURONOTES

Fears over tax curb on Australian borrowers

THE EURONOTES' very existence is due in part to bankers' nimble adjustment to differing tax and regulatory regimes, and they were given a new set of problems to chew on last week by a surprise move from Mr Paul Keating, the Australian Treasurer, writes Alexander Nicoll in London.

rower - about investing in the country as a whole. But Australian names are unlikely to disappear. Their sheer need for funding would put too great a strain on the capacity of domestic markets, and a big increase in domestic rates could even make it attractive to borrow abroad regardless of the tax. So the real question is, if not exactly how to get round the tax, then how to borrow in the most tax-efficient manner.

banker put it, "a withholding tax in one country is a potential tax deduction in another, particularly if there is a double taxation treaty." But the scope for doing this is limited.

Horten goes into red but sees recovery

BY OUR FINANCIAL STAFF HORTEN, the big West German department store group, has slumped into the red for last year, turning in a net loss of DM 94.4m (\$38.5m) against a previous surplus of DM 20m.

INTERNATIONAL BONDS

Few dollar issues despite buoyant Wall Street

THE DIVERGENT fortunes of the Eurobond and US Treasury markets were highlighted last week when a mere handful of fixed rate dollar issues emerged despite surging bond prices in New York, writes Clare Pearson in London.

On Friday Morgan Stanley managed to turn this uncertainty over the direction of interest rates to their advantage. A \$300m deal for Credit Lyonnais was successful despite its seven-year maturity because \$100m of the issue was partly paid. Since investors will have to pay up only 16% per cent of a 10 1/2 per cent issue price to gain a play on interest and exchange rates, they responded with enthusiasm.

Japan will cut its discount rate soon but this is offset by a feeling that yields have not much further to drop. The benchmark Japanese No. 78 domestic bond traded on Friday at a yield of 4.85, and dealers did not see much chance of a substantial reduction if rates were cut.

Japanese government bonds give best return

BY PETER MONTAGNON IN LONDON JAPANESE government bonds offered the best total return on world bond markets in the first half of this year, largely due to the steep appreciation of the yen, according to latest figures from the US investment house Salomon Brothers.

New Zealand \$50,000,000 Coca-Cola Financial Corporation 18% Notes due June 1989

PEPSICO Canadian \$75,000,000 PepsiCo, Inc. 8 3/4% Notes due 1991

INTERNATIONAL CAPITAL MARKETS

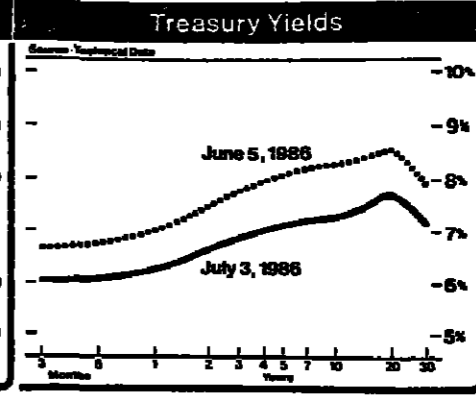
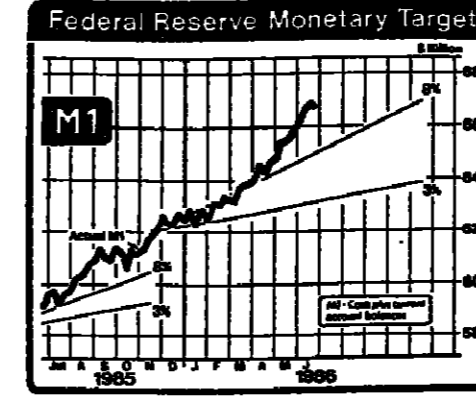
US MONEY AND CREDIT

Hopes run high for cut in discount rate

THE Federal Reserve's policy making Federal Open Market Committee (FOMC) meets tomorrow amid a broad expectation that the FOMC members will vote to ease monetary policy.

question the possibility of 2 per cent real growth in the first half and indeed a long forecast second half rebound.

For one thing the dollar is weak again—on the other hand Mr Paul Volcker, Fed chairman, goes before Congress in 11 days to give his bi-annual Humphrey-Hawkins testimony, and the political pressure for an early easing is on—despite protestations to the contrary by Mr Larry Speakes, White House Press secretary.



US MONEY MARKET RATES (%) and US BOND PRICES AND YIELDS (%) tables with columns for instrument, last Friday, 1 week ago, 4 weeks ago, and 12-month high/low.

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bonds with columns for issuer, amount, price, yield, and other financial metrics.

ing a US discount rate cut more likely. "Should the Japanese cut their rate, we believe that the Fed will utilize that opportunity to address the weak economy and problems in the banking system," says Smith Barney, economist.

The FOMC meeting tomorrow will also have to address other issues including what to do about the errant M1 money supply measure. Despite last week's decline M1 remains well over target.

The three options appear to be to rebase the targets—an old trick—to repeat that M1 has little policy relevance today, or to redefine M1 to exclude the NOW account component.

Corporate bond prices were generally unchanged on the week, as were most new issue yield levels. New issue volume continued to be brisk with a total of \$1.2bn in new

UK GILTS

All eyes turn to the money supply

LAST WEEK'S bounce in gilt prices came as a welcome relief after a disappointing period. What explains the market's recent lethargy? Is it something to do with distortions to M3?

Secondly, the cost competitiveness of British industry will be sustained or even increased. With the balance of payments already likely to be under pressure from lower oil prices and the effect of a consumer boom, not to mention political worries, the exchange rate looks vulnerable.

Even so, although the gilt market is strongly underpinned at these levels, there is a sound reason for caution—the clash between interest rate policy and the obstinate growth of average earnings. The growth of the monetary aggregates is merely a sideshow, inflation will fall very low this year—probably to 2 per cent—but entirely due to external factors.

UK Gilts table listing government securities with columns for instrument, amount, price, yield, and other details.

Table listing various international bonds and currencies with columns for instrument, amount, price, yield, and other details.

Advertisement for First Interstate Capital Markets Limited, featuring text about interest rate risk management and contact information for Los Angeles and Tokyo offices.

STRAIGHT BONDS: Yield to redemption of the mid-price. Amount issued is expressed in millions of currency units except for yen bonds, where it is in billions.

WARRANTS: Equity warrant premium—exercise premium over current share price. Bond warrant ex yield—exercise yield at current warrant price.

This announcement appears as a matter of record only.

New Issue 18th June, 1986

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7¼ per cent. Notes due 1994

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New Issue 17th June, 1986

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Issue Price 100¼ per cent.


Union Bank of Switzerland (Securities) Limited

| | |
|---|---|
| Algemene Bank Nederland N.V. | The Bank of Nova Scotia |
| Banque Bruxelles Lambert S.A. | Banque Internationale à Luxembourg S.A. |
| Citicorp Investment Bank Limited | Dominion Securities Pitfield Limited |
| Dresdner Bank Aktiengesellschaft | Genossenschaftliche Zentralbank AG—Vienna |
| Kredietbank S.A. Luxembourgeoise | Leu Securities Limited |
| The Nikko Securities Co., (Europe) Ltd. | Nomura International Limited |
| Orion Royal Bank Limited | Société Générale |

Wood Gundy Inc.

This announcement appears as a matter of record only.

New Issue 4th June, 1986



50,000 Bearer Participation Certificates of Sfr. 100 par value each of

“Winterthur” Swiss Insurance Company

Offer Price Sfr. 6,218 per BPC

Union Bank of Switzerland (Securities) Limited

| | |
|--|--|
| Credit Suisse First Boston Limited | Swiss Bank Corporation International Limited |
| Julius Baer International Limited | Banque Bruxelles Lambert S.A. |
| Bayerische Hypotheken- und Wechsel-Bank Aktiengesellschaft | Bayerische Vereinsbank Aktiengesellschaft |
| Crédit Commercial de France | Daiwa Europe Limited |
| Deutsche Bank Capital Markets Limited | Dresdner Bank Aktiengesellschaft |
| EBC Amro Bank Limited | Handelsbank N.W. (Overseas) Limited |
| Leu Securities Limited | Merck, Finck & Co. |
| Nomura International Limited | Pictet International Ltd. |
| Rahn and Bodmer | J. Henry Schroder Wagg & Co. Limited |
| Swiss Volksbank | Zürcher Kantonalbank |

This announcement appears as a matter of record only. These Debentures have not been qualified for sale under the securities laws of Canada and the United States of America.

New Issue

14th May, 1986

U.S. \$100,000,000

Canadian Pacific Limited

7½ per cent. Debentures due 1996

Issue Price 100 per cent.

| | |
|--|---|
| Union Bank of Switzerland (Securities) Limited | Wood Gundy Inc. |
| Algemene Bank Nederland N.V. | Banque Bruxelles Lambert S.A. |
| Commerzbank Aktiengesellschaft | County Bank Limited |
| Crédit Commercial de France | IBJ International Limited |
| Merrill Lynch Capital Markets | The Nikko Securities Co., (Europe) Ltd. |
| Nomura International Limited | Orion Royal Bank Limited |
| Salomon Brothers International Limited | Société Générale |
| Westdeutsche Landesbank Girozentrale | |

This announcement appears as a matter of record only.

New Issue

30th June, 1986



U.S. \$100,000,000

European Coal and Steel Community

7½ per cent. Notes due 1991

Issue Price 100% per cent.

| | |
|--|-----------------------------------|
| Union Bank of Switzerland (Securities) Limited | Banca Commerciale Italiana |
| Dresdner Bank Aktiengesellschaft | Orion Royal Bank Limited |
| Banque Bruxelles Lambert S.A. | Banque Nationale de Paris |
| Banque Paribas Capital Markets Limited | Baring Brothers & Co., Limited |
| Bayerische Vereinsbank Aktiengesellschaft | Chase Investment Bank |
| Crédit Lyonnais | Goldman Sachs International Corp. |
| Kleinwort, Benson Limited | Leu Securities Limited |
| Nomura International Limited | Swiss Volksbank |

This announcement appears as a matter of record only.

New Issue

26th June, 1986



U.S. \$100,000,000

Province of Nova Scotia

8 per cent. Debentures due 1989

Issue Price 101 per cent.

| | |
|--|--|
| Union Bank of Switzerland (Securities) Limited | |
| Banque Paribas Capital Markets Limited | Credit Suisse First Boston Limited |
| Dominion Securities Pitfield Limited | Kredietbank International Group |
| Leu Securities Limited | McLeod Young Weir International Limited |
| Merrill Lynch Capital Markets | Morgan Guaranty Ltd |
| Orion Royal Bank Limited | Richardson Greenshields of Canada (U.K.) Limited |
| S.G. Warburg & Co. Ltd. | Westdeutsche Landesbank Girozentrale |
| Wood Gundy Inc. | |

This announcement appears as a matter of record only.

New Issue

2nd June, 1986



The Kingdom of Denmark

U.S. \$100,000,000
7¼ per cent. Notes due 1993
and
100,000 Income Warrants
to subscribe for
U.S. \$100,000,000
8¼ per cent. Notes due 1993

Issue Price of the 7¼ per cent. Notes due 1993: 100½ per cent.
Issue Price of the Income Warrants due 1993: U.S.\$72.50

| | |
|--|---|
| Union Bank of Switzerland (Securities) Limited | Banque Paribas Capital Markets Limited |
| Algemene Bank Nederland N.V. | Bank Brussel Lambert N.V. |
| County Bank Limited | Crédit Lyonnais |
| Daiwa Europe Limited | Den norske Creditbank |
| Kansallis Banking Group | Lloyds Merchant Bank Limited |
| Mitsubishi Trust & Banking Corporation (Europe) S.A. | The National Bank of Kuwait S.A.K. |
| The Nikko Securities Co., (Europe) Ltd. | Postipankki |
| J. Henry Schroder Wagg & Co. Limited | Svenska Handelsbanken Group |
| Westdeutsche Landesbank Girozentrale | Yamaichi International (Europe) Limited |
| Privatbanken A/S | Copenhagen Handelsbank A/S |
| | Den Danske Bank |

UK COMPANY NEWS

Offer values Windsmoor at £23m

BY RICHARD TOMKINS
Windsmoor, one of Britain's oldest established fashion houses, publishes the prospectus today for an offer for sale which will take it to a full listing at a market capitalisation of £23.3m.

Windsmoor is not making a profits forecast but says sales in the current year have been encouraging in spite of unfavourable weather. Another 16 Windsmoor outlets and 30 new Planet outlets are due to open by next January.

takes. Windsmoor, however, has been in the business a long time and the record of the past five years suggests that it is good at getting the product right. A potential stumbling block is the price, which looks a little rich for the rag trade.

Interest rise hits Belgrave profits

A substantial rise in interest charges from £0.95m to £2.82m left 1988 pre-tax profits of Belgrave Holdings, hotels and property group, lower at £1.81m, against £3.29m previously.

Royal Insurance holding talks with estate agency

Royal Insurance, Britain's largest composite insurance group, is in talks with the Blackpool-based estate agent Oyston, with a view to acquiring a substantial minority shareholding in the company.

Royal Insurance is also a major player in this field. But whereas the other institutions are acquiring the complete equity of the agencies taken over, Royal, through its life company, Royal Life, operates by acquiring a large minority stake.

Itself to run estate agency businesses. It needs the quality management already in the offices and can retain them by taking a minority shareholding.

Bertam lower at £0.81m

Bertam Holdings, the plantations group, suffered a fall in pre-tax profits from £1.09m to £0.81m for 1988, on turnover £9.6m lower at £1.33m.

Bodycote expands

Bodycote International has acquired the business and net assets of Buckinghamshire-based ITEX Safety, a safety equipment concern. The value of net tangible assets acquired was £704,581.

Imry downturn to £1.3m

Imry Property Holdings pre-tax profits fell from £1.78m to £1.31m in the year ended March 31, 1988. The reduction was mainly caused by high interest rates and the loss of revenue from the Turfitt building, which has undergone a complete refurbishment.

Net asset value per share amounted to 402p (385p) at the year end. Net income from investment properties climbed from £4.32m to £4.61m. Administration and other expenses accounted for £496,000 (£497,000) and finance costs were higher at £3.11m (£2.53m).

£129,000, but relief had been taken into account for capital expenditure during the year. No provision had been made for the liability to tax that would arise if the properties and investment in the related company were sold at the net amount at which they stood in financial statements.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the subdivisions shown below are based mainly on last year's timetable.

Finals—Carole Engineering, Electronic Rentals, Fleming Claverhouse Investment Trust, Piton International, Vintan.

FT share information

The following securities have been added to the Share Information Services: Clarke Hooper (Section: Paper, Printing and Advertising), Davies (D.V.) (Industrial), Evans Baskin (Motors, Garages and Distributors), P-E International (Electricals), Regent Mining (Mining, Australian).

Suter/Newman

Suter, Mr David Abell's engineering group, has increased its stake in Newman Industries to 11.4m shares or 9.03 per cent in April. It announced it held 7.23 per cent.

Braithwaite £1m in the red

LOSSES OF £1.02m pre-tax were suffered by Braithwaite Group in the year to end-March 1988, but the directors of this construction engineer and pressed steel maker, said that much of these were of a non-recurring nature.

They added that the development of earnings was the immediate priority. Losses per £1 share this time came out at 20.5p against earnings of 8.5p.

There was also an exceptional charge of £550,000 (red) in respect of the reorganisation of the pressed steel tank manufacturing facility.

SHARE STAKES

Changes in company share stakes over the past week include: NY Bart-Coast Investment & Development of Kuwait has increased its stake to 1.1m ordinary shares (5.35 per cent).

British and Commonwealth Shipping, has acquired 288,000 shares, bringing total holding to 5.48m (21.9 per cent).

Excelsior—Following purchase of 500,000 ordinary, Tan Sri Khoo Seng Fuan now interested in 67.85m. On June 30 director J. G. O'Neill sold 150,000 shares at 220p.



Davy was principal contractor to British Steel Corporation, designing and supplying the main elements of the £170 million modernization of their Port Talbot hot strip mill, officially opened by Their Royal Highnesses the Prince and Princess of Wales on June 11th.



Davy is currently undertaking thirty contracts in the People's Republic of China, all involving Davy technology. Typical of these is an LP coal-alcohol plant at Daxing, shown above at the commissioning stage. Other plants are for polymers and fibres, steel and aluminium mills and gold processing as well as other chemical projects.

"TECHNOLOGY PROVIDES THE BASIS FOR FUTURE PROFIT"

Lord Jellicoe, Chairman of Davy Corporation, announcing the company's results for the year ended March 31st 1988 notes that in changing market conditions, with severe international competition, it is Davy's ability to offer first-class process technology to a broad range of industries worldwide which provides a continuing basis for future profit.

Results for the year with equivalent figures for the previous year are:

Table with 3 columns: Metric, 1986 (£ million), 1985 (£ million). Rows include Turnover (594 vs 581), Profit before tax (16.3 vs 13.0), Earnings per share (12.7 pence vs 10.5 pence), Dividends per share (4.8 pence vs 3.7 pence).

The Annual Report and Accounts will be sent to shareholders in the first week of August and will then be available to others on request to the Public Affairs Department, Davy Corporation plc, 15 Portland Place, London W1A 4DD.



Advertisement for Saitama International (Hong Kong) Limited, offering US \$100,000,000 Guaranteed Floating Rate Notes Due 1995. Includes contact information for LADBROKE INDEX.

Advertisement for BBB DESIGN GROUP PLC, featuring the slogan 'Planning has GRANVILLE & CO. LIMITED'. Includes share capital information and contact details for Granville & Co. Limited.

Table titled 'FINANCIAL TIMES STOCK INDICES' showing various indices (Government Secs, Fixed Interest, Ordinary, Gold Mines, FT-Act All Share, FT-SE100) with data for July 4, 5, 6, 7, 8 and June 27, 28, 29, 30.

UK COMPANY NEWS

Phillips & Drew

MEMBERS OF THE STOCK EXCHANGE

BULLDOG BONDS

We are pleased to announce that from Monday July 7 1986 we will act as

MARKET MAKERS

in Bulldog Bonds

Please contact:

- Eddie O'Sullivan, Jonathan Bradley, Stuart Leigh, Hugh Bowden, Ken Humphries, David Sheath, Tony Bolton, Chris Marrow

Telephone: 01-588 7981

Reuters: PDFA-PDFH

Topic: 3400

120 MOORGATE, LONDON EC2M 6XP

Chamberlin & Hill P.L.C.

Table with 3 columns: Metric (Year ended 31st March, Turnover, Profit before tax, Earnings per share, Dividend per share), 1986, 1985

The period under review saw the completion of our three-year strategy to concentrate production on four sites instead of seven previously.

Whilst we made progress in this period, with group trading profit up marginally to £315,000 from £308,000, higher interest charges resulted in a 6% drop in pre-tax profits.

The electrical companies made some progress, whilst the foundries had a less than satisfactory year.

There are now many optimistic forecasts for the economy, but we have yet to see the promised improvement.

John Eccles, Chairman

U.S.\$2,500,000,000



United Kingdom

Floating Rate Notes Due 1992

In accordance with the provisions of the Notes, notice is hereby given that, for the three months period, 7th July, 1986 to 7th October, 1986 the Notes will bear interest at the rate of 6% per cent. annum.

S.G. Warburg & Co. Ltd. Agent Bank

Anglo United Development midway profits shortfall

DESPITE A less than satisfactory first half for Anglo United Development Corporation, the directors said they remained confident of the year's outcome.

CONTRACTS

£20m order for Distington

DISTINGTON ENGINEERING CONTRACTING has won a contract worth £20m. The company will supply two continuous casting machines for United Engineering Steels in Rotherham.

HUMPHREYS AND GLASGOW has been awarded an offshore contract worth over \$5m by Hydrocarbons Great Britain, a wholly-owned subsidiary of British Gas.

HARLAND SIMON has been awarded a contract worth \$5m by M.A.N. ROLAND of Augsburg, West Germany.

led to a pre-tax profit of £682,000, compared with £1.51m. Turnover fell to £8.32m (£8.19m).

between HAWKER SIDDELEY POWER ENGINEERING (HSPE) of Leicester and DISTRAL SA of Bogota, Colombia.

A 33.6 MW turbine diesel power station contract has been awarded by the Cravo Norte Telecom. The new contract will also provide British manufactured Lister diesel engine generator sets and air-conditioning units to support the systems.



Royal Trustco Limited

Issue of C\$100,000,000

9 3/4 per cent. Debentures Due 1991

Issue Price 101 per cent.

The following have agreed to purchase or procure purchasers for the above Debentures:

- Union Bank of Switzerland (Securities) Limited, Bank of Montreal, CIBC Limited, Girozentrale und Bank der Österreichischen Sparkassen, The Nikko Securities Co., (Europe) Ltd., J. Henry Schroder Wagg & Co. Limited, Swiss Bank Corporation International Limited, Westdeutsche Landesbank Girozentrale, Banca della Svizzera Italiana, Dow Banking (Overseas) Ltd., The Royal Trust Company of Canada, Banque Internationale à Luxembourg S.A., Citicorp Investment Bank Limited, Kredietbank N.V., Nomura International Limited, Sumitomo Trust International Limited, Toronto Dominion International Limited, Wood Gundy Inc., Banque Bruxelles Lambert S.A., Swiss Volksbank, London Branch Licensed Deposit Taker

Application has been made to the Council of The Stock Exchange for the Debentures to be admitted to the Official List.

Listing particulars relating to the Debentures are available in the Extel Statistical Service and may be obtained during usual business hours up to and including 10th July, 1986 from the Company Announcements Office of The Stock Exchange and up to and including 10th July, 1986 from:

- Union Bank of Switzerland (Securities) Limited, Hoare Covell Limited, The Royal Trust Company of Canada

7th July, 1986

IFSAT/86 Outstanding opportunities for new corporate relationships in 1986 and through 1987. THIRD ANNUAL INTERNATIONAL EXHIBITION, FINANCIAL TIMES CONFERENCE & SEMINARS. 21st, 22nd & 23rd OCTOBER, 1986 AT THE BARBICAN, LONDON.

PENDING DIVIDENDS

Dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of last year's announcements except where the forthcoming board meetings (indicated thus) have been officially notified.

Table with 4 columns: Company Name, Date, Announcement last year, Date, Announcement last year

MANUFACTURERS HANOVER CORPORATION

U.S\$100,000,000 Floating Rate Subordinated Notes due 1997. In accordance with the provisions of the Notes, notice is hereby given that the coupon amounts for the period 15th April 1986 to 30th July 1986 will be US\$180.10 for the US\$10,000 denomination and US\$4,502.60 for the US\$250,000 denomination and will be payable on 15th July, 1986 against surrender of Coupon No. 4.

CENTRAL BANK OF NIGERIA

FLOATING RATE NOTES DUE 1989/90 TO BE ISSUED IN RESPECT OF OUTSTANDING TRADE DEBT. In accordance with the Terms and Conditions of the Notes, notice is hereby given that in respect of the interest period from July 1, 1986, to October 6, 1986, the Rate of Interest has been determined at 7 3/4% per annum.

N.A.V. at 30.66 US\$35.37

VIKING RESOURCES INTERNATIONAL N.V.

RFO Pierson Holding & Pierson N.V. Haringstraat 214, Amsterdam

WARBURG SECURITIES INTERNATIONAL DIVISION

TODAY the issuing, underwriting, distribution and trading activities of S.G. Warburg & Co in the international capital markets combine with Akroyd & Smithers' Eurobond business and with the international equities business of S.G. Warburg, Rowe & Pitman, Akroyd (Rowak) to form the International Division of S.G. Warburg, Akroyd, Rowe & Pitman, Mullens Securities — to be known as Warburg Securities — with membership of the world's leading Stock Exchanges, in London, New York, Tokyo, Hong Kong and, through its association with Potter Partners, in Melbourne and Sydney.

WARBURG SECURITIES

S.G. Warburg, Akroyd, Rowe & Pitman, Mullens Securities Ltd. 1, Finsbury Avenue, London, EC2M 2PA Telephone: 01-280 2000 and 01-247 3225 Telex: 937011 and 8952485 Facsimile: 01-247 8076 and 01-247 8601

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange and does not constitute an offer or invitation to subscribe for or purchase shares.



REA BROTHERS GROUP PLC

(Incorporated with limited liability in England No. 1395602)

Introduction of 26,986,291 Ordinary shares of 25p each and 647,583 8 1/2 per cent. Cumulative Convertible Preference shares of £1 each

Application has been made to the Council of The Stock Exchange for the whole of the share capital of Rea Brothers Group PLC to be issued pursuant to the offers for the existing ordinary and preference capital of Rea Brothers PLC to be admitted to the Official List.

Table with 3 columns: Authorized £, Share Capital, Issued £

Particulars relating to the securities are available in the Extel Statistical Service and copies may be obtained during normal business hours up to and including 9th July 1986 from the Company Announcements Office of The Stock Exchange in London and up to and including 21st July 1986 from:—

- Rea Brothers PLC; Alderman's House, Alderman's Walk, LONDON EC2M 3XR; Kleinwort Greaveson and Co, 20 Fenchurch Street, LONDON EC3P 3DB.

7th July 1986

FT UNIT TRUST INFORMATION SERVICE

EQUITIES

Table of equity prices and changes. Columns include Name, Price, Change, and % Change. Includes various stock listings.

FIXED INTEREST STOCKS

Table of fixed interest stocks. Columns include Name, Price, Change, and % Change. Lists various bond and interest-bearing securities.

"RIGHTS" OFFERS

Table of rights and offers. Columns include Name, Price, Change, and % Change. Details various rights issues and offers.

AUTHORISED UNIT TRUSTS

Large table of authorized unit trusts. Columns include Name, Price, Change, and % Change. Lists numerous unit trust funds.

Table of unit trusts. Columns include Name, Price, Change, and % Change. Lists various unit trust funds.

Table of unit trusts. Columns include Name, Price, Change, and % Change. Lists various unit trust funds.

Table of unit trusts. Columns include Name, Price, Change, and % Change. Lists various unit trust funds.

Can Europe catch up? A bound reprint of a series of articles 'Can Europe catch up?' and 'Towards a Free Trade Community' published in the Financial Times during 1985. Now available price £3.95 including postage and packing.

F.T. CROSSWORD PUZZLE NO. 6,066

Crossword puzzle grid with clues. Includes 'ACROSS' and 'DOWN' sections with numbered clues.

Continuation of the FT Unit Trust Information Service table, listing various unit trusts and their performance metrics.

AUTHORISED UNIT TRUSTS & INSURANCES

Table listing various unit trusts and insurance companies, including Wardsley Unit Trust Managers Ltd, Common Assurance Ltd, and others, with columns for company name, address, and contact information.

Table listing various unit trusts and insurance companies, including Eagle Star Insurance, Henderson Administration, and others, with columns for company name, address, and contact information.

Table listing various unit trusts and insurance companies, including London & Manchester Group, National Mutual of Australasia, and others, with columns for company name, address, and contact information.

Table listing various unit trusts and insurance companies, including President Mutual Life Ass. Assn., Sars & Prosper Group, and others, with columns for company name, address, and contact information.

Spit in it

INSURANCE, OVERSEAS & MONEY FUNDS

Table listing various insurance and financial services, including company names, addresses, and contact information.

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MANAGEMENT SERVICES

Table listing management services, including company names and contact details.

OFFSHORE AND OVERSEAS

Table listing offshore and overseas services, including company names and contact details.

MONEY FUNDS

Table listing money funds, including company names and contact details.

TRUST FUNDS

Table listing trust funds, including company names and contact details.

BANK ACCOUNTS

Table listing bank accounts, including company names and contact details.

TRADITIONAL OPTIONS

Table listing traditional options, including company names and contact details.

3-month call rates

Table listing 3-month call rates, including company names and contact details.

Vertical text on the right edge of the page, possibly a page number or reference.

Financial Times Monday July 9 1988

BRITISH FUNDS

Table of British Funds with columns for Name, Price, Last, Div, Yield, and % Chg. Includes sub-sections for 'Shorts' (Lives up to Five Years) and 'Over Fifteen Years'.

AMERICANS

Table of American Funds with columns for Name, Price, Last, Div, Yield, and % Chg. Includes sub-sections for 'BANKS, HP & LEASING', 'CORPORATION LOANS', 'COMMONWEALTH & AFRICAN LOANS', 'LOANS', 'Public Board and Ind.', and 'AMERICANS'.

AMERICANS - Cont.

Continuation of American Funds table.

CANADIANS

Table of Canadian Funds with columns for Name, Price, Last, Div, Yield, and % Chg.

LONDON SHARE SERVICE

BUILDING, TIMBER, ROADS - Cont.

Table of Building, Timber, and Roads shares with columns for Name, Price, Last, Div, Yield, and % Chg.

CHEMICALS, PLASTICS

Table of Chemicals and Plastics shares with columns for Name, Price, Last, Div, Yield, and % Chg.

DRAPERY AND STORES - Cont.

Continuation of Drapery and Stores shares table.

BEERS, WINES, SPIRITS

Table of Beers, Wines, and Spirits shares with columns for Name, Price, Last, Div, Yield, and % Chg.

ENGINEERING - Continued

Table of Engineering shares with columns for Name, Price, Last, Div, Yield, and % Chg.

FOOD, GROCERIES, ETC.

Table of Food, Groceries, and Etc. shares with columns for Name, Price, Last, Div, Yield, and % Chg.

HOTELS AND CATERERS

Table of Hotels and Caterers shares with columns for Name, Price, Last, Div, Yield, and % Chg.

INDUSTRIALS (Miscel.)

Table of Industrial (Miscellaneous) shares with columns for Name, Price, Last, Div, Yield, and % Chg.

Handwritten text at the bottom of the page, possibly a signature or note.

INDUSTRIALS—Continued

Table of industrial stocks including Johnson Controls, Johnson & Johnson, and various pharmaceuticals.

LEISURE—Continued

Table of leisure stocks including Leisure World, Leisure World Entertainment, and Leisure World Properties.

PROPERTY—Continued

Table of property stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

INVESTMENT TRUSTS—Cont.

Table of investment trusts including American International Group, American International Real Estate, and American International Real Estate Trust.

FINANCE, LAND—Cont.

Table of finance and land stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

MINES—Continued

Table of mining stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Commercial Vehicles

Table of commercial vehicle stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Components

Table of component stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Garages and Distributors

Table of garage and distributor stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

NEWSPAPERS, PUBLISHERS

Table of newspaper and publisher stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

PAPER, PRINTING, ADVERTISING

Table of paper, printing, and advertising stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

INSURANCES

Table of insurance stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

SHIPPING

Table of shipping stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

SOOTH AFRICANS

Table of South African stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

TEXTILES

Table of textile stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

OVERSEAS TRADERS

Table of overseas trader stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

LEISURE

Table of leisure stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

PLANTATIONS

Table of plantation stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

RUBBERS, PAINTS

Table of rubber and paint stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

FINANCE, LAND, ETC.

Table of finance, land, and other stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

MINES

Table of mining stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Central Rand

Table of Central Rand mining stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Eastern Rand

Table of Eastern Rand mining stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Far West

Table of Far West mining stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Regional & Irish Stocks

Table of regional and Irish stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

Recent Issues & Rights

Table of recent issues and rights including American International Group, American International Real Estate, and American International Real Estate Trust.

Notes

Notes section providing additional information and commentary on the market.

Regional & Irish Stocks

Table of regional and Irish stocks including American International Group, American International Real Estate, and American International Real Estate Trust.

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Regional & Irish Stocks

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BUSINESSMAN'S DIARY

UK TRADE FAIRS AND EXHIBITIONS

July 8-10 International Satellite and Cable TV Exhibition and Conference... August 5-10 Women's World Exhibition... August 7-10 Collectors Fair for Antiques and Memorabilia...

OVERSEAS TRADE FAIRS

July 7-11 International Powder Metallurgy Exhibition and Conference... August 26-28 Finnish Fashion Fair... August 31-September 6 International Autumn Fair...

BUSINESS AND MANAGEMENT CONFERENCES

July 7-9 Financial Conferences: The 1986 Insurance Information Exchange... August 28-29 The Robens Institute: Hazards in water—a national seminar...

APPOINTMENTS

Glaxo research executive

Dr Richard B. Sykes has been appointed deputy chief executive of Glaxo Group Research... Mr G. Douglas Fairweather has been appointed to the board of CANDOVER INVESTMENTS...

Mr Frank Allan has been appointed to the board of ASDA STORES as distribution director... Mr Joe Mounsey has been appointed vice president and general manager for the UK for THE MANUFACTURERS LIFE INSURANCE GROUP...

Mr Tony Brayford, formerly an assistant director of Brixton Estates, has been appointed managing director of WIGGINS PROPERTIES... Mr Malcolm Field, managing director of W. H. Smith (Holdings) has become chairman of NAAFL.

Mr Bea Lyon, chairman of Lloyd's reinsurance brokers JARDINE THOMPSON GRAHAM, has retired from the firm.

Divisional post at Bayer UK

Mr Dieter Lenzen has been appointed chief executive of the Bayer UK agrochem division... Mr Gordon Sanders has been appointed chairman, Mr Graham Fox managing director and Mr Tom White, Mr Anthony Heare and Mr Geoffrey Little directors...

BRITISH RAILWAYS BOARD has appointed Mr Derek Fowler as chairman of BR Pension Trustees in succession to Mr J. INCHENTY... Mr Stewart Wrightson has been vice-chairman of British Railways Board since 1981 with special responsibilities for finance and planning.

Mr Dieter Lenzen has been appointed chief executive of the Bayer UK agrochem division... Mr Gordon Sanders has been appointed chairman, Mr Graham Fox managing director and Mr Tom White, Mr Anthony Heare and Mr Geoffrey Little directors...

WEEK'S FINANCIAL DIARY

The following is a record of the principal business and financial engagements during the week... BOARD MEETINGS: British and Commonwealth Shipowners' Association, 12.30pm...

COMPANY MEETINGS: British and Commonwealth Shipowners' Association, 12.30pm... DIVIDENDS AND INTEREST PAYMENTS: Astra Group, 2.5p...

BARR AND WALLACE ARNOLD TRUST PLC Results for 1985 Summary of Results 1985 1984 GROUP TURNOVER £28,494 £20,464

NOTICE OF REDEMPTION HUDSON'S BAY COMPANY 17% Notes due 1989 NOTICE IS HEREBY GIVEN that Hudson's Bay Company intends to redeem and hereby calls for redemption on August 7, 1986 all of its 17% Notes due 1989...

The Shield Group plc (Incorporated in England under the Companies Act 1948 to 1981 No. 172893J) Share Capital Issued and to be issued £500,000 £670,000

Granville & Co. Limited Member of The National Association of Security Dealers and Investment Managers 8 Lovat Lane, London EC3R 8BP Telephone: 01-621 1212

COMMONWEALTH BANK OF AUSTRALIA (A statutory corporation of the Commonwealth of Australia) \$75,000,000 12 7/8% Notes Due 1990

Orion Royal Bank Limited ANZ Merchant Bank Limited Banque Nationale de Paris BankAmerica Capital Markets Group

WORLD STOCK MARKETS

AUSTRIA 1986 High Low July 4 Price Frs. 8.650 8.300 Creditinstk pp 2.800

1986 High Low July 4 Price Frs. 15.000 13.500 Interfund 14.800

1986 High Low July 4 Price Frs. 494 518 Andelbanken 337

1986 High Low July 4 Price Frs. 1.630 1.472 Emprunt 48 1978 1.556

1986 High Low July 4 Price Frs. 1.150 1.100 Borealis 1.000

1986 High Low July 4 Price Frs. 7.000 4.460 Alia Int'l 7.000

1986 High Low July 4 Price Frs. 1.000 1.000 Alia Int'l 1.000

1986 High Low July 4 Price Frs. 1.000 1.000 Alia Int'l 1.000

HONG KONG 1986 High Low July 4 Price HK\$. 18 17.9 Bank East Asia 17.9

1986 High Low July 4 Price HK\$. 18 17.9 Bank East Asia 17.9

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1986 High Low July 4 Price HK\$. 18 17.9 Bank East Asia 17.9

JAPAN 1986 High Low July 4 Price Yen. 1,070 1,130 Ajinomoto 1,070

1986 High Low July 4 Price Yen. 1,070 1,130 Ajinomoto 1,070

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1986 High Low July 4 Price Yen. 1,070 1,130 Ajinomoto 1,070

CANADA

TORONTO Closing prices July 4

1986 High Low July 4 Price Cdn. 3355 AMCA Int'l 154 154 154

1986 High Low July 4 Price Cdn. 3355 AMCA Int'l 154 154 154

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WALL STREET was closed on Friday, Independence Day.

1986 High Low July 4 Price Cdn. 3355 AMCA Int'l 154 154 154

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World Aerospace

World Aerospace to the End of the Century, the next conference in this now famous series, is to be held in London on 26, 27 & 28 August 1986 just before the Farnborough International Air Show.

- Speakers will include: Richard Albrecht...Günter Eser... Jean Pierson...Colin Marshall... Alec Sanson...Christopher Tugendhat... Jim Worsham...Robert Zincone... Brian Rowe...Julius Malduto... Michael Spicer... Stewart Miller...Renato Bonifacio... Arthur Wegner...Frans Swarttouw...

Indices

NEW YORK DOW JONES July 1 1986 High Low High Low 1986

NEW YORK DOW JONES July 1 1986 High Low High Low 1986

World Aerospace to the End of the Century conference

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Name Title Company/Organisation Address Country Telephone Telex

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CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Economic slowdown hits dollar

BY COLIN MILLHAM

Prospects for the dollar appeared to be rather depressing last week. The US currency fell below DM 2.30, and threatened ¥160, as economic figures continued to point towards lower interest rates...

£ IN NEW YORK

Table with columns: July 3, Close, Prev. Close. Rows: Spot, 1 month, 3 months, 6 months.

Forward premiums and discounts apply to the US dollar

Cultural sector declined by \$9,000, and led to further selling of the dollar.

Mr Henry Kaufman, chief economist of Salomon Brothers, predicted that within two months the Federal Reserve would cut its discount rate by 1 per cent to 6 per cent, and after last week's economic figures the market could see no reason to argue.

The West German Bundesbank called a press conference to follow its regular council meeting on Friday. No change was expected in the Bundesbank's discount rate of 3.5 per cent, but the last time the discount rate was cut on June 12, the Lombard rate was left at 5.5 per cent.

May US leading indicators showed a disappointing economic performance by the US, leading to speculation the Federal Reserve's discount rate will be cut to revive growth.

Otto Poebel, president of the Bundesbank, said there was no need to revise the money supply target range of 3.5-5.5 per cent. Growth touched 9 per cent earlier this year and has been put forward as a key factor for the central bank's reluctance to cut its interest rates...

West Germany is obviously reluctant to lead the next round of world interest rate cuts but the market believes the US and Japan will take a less conservative line.

Last week the Bank of Japan spent \$3bn to \$5bn in trying to prevent the dollar falling below ¥160 against the yen ahead of yesterday's Japanese general election, and only just achieved its goal.

CURRENCY MOVEMENTS

Table showing currency movements for July 4. Columns: Bank of England, Morgan Stanley, etc. Rows: Sterling, US dollar, Canadian dollar, etc.

POUND SPOT - FORWARD AGAINST POUND

Table showing pound spot and forward rates for July 4. Columns: Day's spread, Close, One month, etc. Rows: US, Canada, Denmark, etc.

FORWARD RATES AGAINST STERLING

Table showing forward rates against sterling for July 4. Columns: Spot, 1-month, 3-month, 6-month, 12-month. Rows: Dollar, DM, French Franc, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table showing EMS European currency unit rates for July 4. Columns: Currency, % change, % change adjusted for divergence, Divergence limit %.

MONEY MARKETS

Bank looks for stability

Interest rates were firmer on the London money market last week. Three-month interbank rate rose to 9 1/2-10 per cent, from 9 1/8-9 3/8 per cent, as speculation about a possible reduction in world interest rates was offset by domestic factors.

WEEKLY CHANGE IN WORLD INTEREST RATES

Table showing weekly change in world interest rates for July 4. Columns: Location, Rate, Change.

MONEY RATES

Table showing money rates for July 4. Columns: Location, Rate, Change.

CURRENCY RATES

Table showing currency rates for July 4. Columns: Bank Special, European rate, etc. Rows: Sterling, US dollar, etc.

DOLLAR SPOT - FORWARD AGAINST DOLLAR

Table showing dollar spot and forward rates for July 4. Columns: Day's spread, Close, One month, etc. Rows: UK, Ireland, Canada, etc.

EURO-CURRENCY INTEREST RATES

Table showing Euro-currency interest rates for July 4. Columns: Currency, Term, Rate.

NEW YORK RATES

Table showing New York rates for July 3. Columns: Prime, Broker loan rate, Fed funds, etc.

BANK OF ENGLAND TREASURY BILL TENDER

Table showing Bank of England Treasury bill tender for July 4 and June 27. Columns: Bills on offer, Total applications, etc.

FT LONDON INTERBANK FIXING

Table showing FT London interbank fixing for July 4. Columns: Three months US dollars, etc.

LONDON MONEY RATES

Table showing London money rates for July 4. Columns: Interbank, Treasury Bills, etc.

LIFFE US TREASURY BOND FUTURES OPTIONS

Table showing LIFFE US Treasury bond futures options for July 4.

LIFFE EURO-DOLLAR OPTIONS

Table showing LIFFE Euro-dollar options for July 4.

LIFFE 3-MONTH EURO-DOLLAR

Table showing LIFFE 3-month Euro-dollar for July 4.

LIFFE 3-MONTH EURO-DOLLAR (NM)

Table showing LIFFE 3-month Euro-dollar (NM) for July 4.

CURRENCY FUTURES

Table showing currency futures for July 4. Columns: US Treasury Bonds, etc.

CHICAGO

Table showing Chicago market data for July 4.

EXCHANGE CROSS RATES

Table showing exchange cross rates for July 4. Columns: DM, Yen, FF, etc.

NEW YORK RATES

Table showing New York rates for July 3.

BANK OF ENGLAND TREASURY BILL TENDER

Table showing Bank of England Treasury bill tender for July 4.

FT LONDON INTERBANK FIXING

Table showing FT London interbank fixing for July 4.

LONDON MONEY RATES

Table showing London money rates for July 4.

BULLDOGS Our market making service begins on July 31st. Trading 01-621 1091 STX 5987/8. Sales 01-623 8000 ext 41102/3/4 STX 3283.

The third FT City Seminar Merchant Taylors' Hall, City of London 13 & 14 October 1986. For information please return this advertisement together with your business card to: Financial Times Conference Organisation.

Automobiles PEUGEOT French Finance 1,000,000,000 8 per cent Bonds due 1996. Issue Price: 100 per cent. Banque Nationale de Paris.

Algemeine Bank Nederland N.V. Barclays Merchant Bank Limited. Caisse des Dépôts et Consignations. Commerzbank. Credit Industriel et Commercial de Paris. Credit Suisse First Boston Limited. EBC Amro Bank Limited. Goldman Sachs International Corp. Istituto Bancario San Paolo di Torino. Samuel Montagu & Co. Limited. Banca Commerciale Italiana. Banca Nazionale del Lavoro. Banque Bruxelles Lambert S.A. Banque Internationale à Luxembourg S.A. Caisse Centrale des Banques Populaires. Daiwa Europe Limited. La Compagnie Financière. Sumitomo Finance International.

